

Local Workforce Investment Area 1 American Job Center Network

2014- 15 Organizational Profile

In compliance with the Workforce Investment Act (WIA), the Northeast Tennessee Workforce Investment Board (NETWIB) and Chief Local Elected Official Consortium have established Local Workforce Investment Area 1. Since 2000, the NETWIB has served as the governing entity for operations of the Northeast Tennessee Career Center system, now known as the American Job Center network. The NETWIB has selected and designated the Northeast Tennessee AJC Consortium as the Operator of the LWIA 1 AJC network.

The AJC Consortium is contractually responsible for the day-to-day operation of the AJC system and is comprised of the Alliance for Business & Training (AB&T), Tennessee Department of Labor and Workforce Development (TDOLWD), Tennessee Department of Human Services/ Vocational Rehabilitation (VR). A Consortium Agreement has been executed which details governance and service protocols in each of the comprehensive sites.

The NETWIB is governed by: 1) its State charter, corporate bylaws; 2) the agreement between the NETWIB and Consortium of Local Elected Officials; and 3) guidance, directives, and policies issued by the U. S. Department of Labor and the Tennessee Department of Labor and Workforce Development. The following establishes the Purpose, Mission, Vision, and Values of the NETWIB and LWIA 1:

Purpose: To deliver an integrated workforce development system that fosters economic growth and empowers the people of Northeast Tennessee with the knowledge and skills necessary to meet workplace requirements.

Mission: To enhance economic development in Northeast Tennessee by providing guidance and resources to meet employment needs.

Vision: An integrated, aligned workforce development system which meets employer needs, enhances occupational skills and supports wage progression, is responsive to changing labor market demands, and fosters economic growth.

Values:

1. Accessible, high quality services delivered through functionally aligned partnerships ;
2. Customer choice/Customer satisfaction;
3. Valued, empowered employees;
4. Data and fact-driven continuous improvement;
5. Innovative, growth oriented management;
6. Ethical, accountable governance and leadership; and

7. Optimum development and use of knowledge assets.

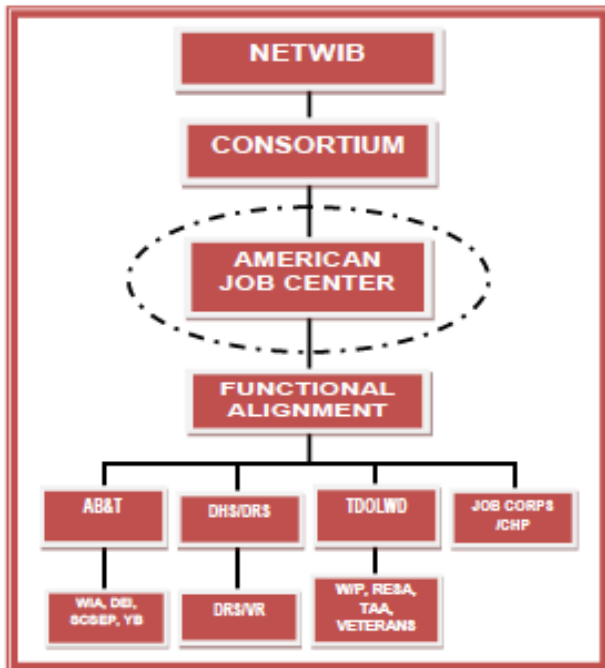
The Alliance for Business and Training, in discharge of its duty as Administrative Entity, serves as staff for the NETWIB.. LWIA 1 is located in the northeast corner of Tennessee and consists of five counties - Sullivan, Washington, Carter, Unicoi and Johnson. The NETWIB works in conjunction with the mayors of the five counties in LWIA 1 to provide oversight for the provision of employment and training services and the expenditures of workforce investment dollars in LWIA 1. A key driver of the LWIA 1 system is accountability to the region's employer community and the active participation by employers in the deployment of services through the AJC network. Thus, a key goal of the NETWIB and the AJC network is to meet the needs and expectations of employers, assist job seekers, and leverage the availability and variety of education and skills training. The NETWIB has, by statute, convening authority to help solve workforce and economic development challenges.

The Northeast Tennessee AJC is a flexible, integrated, and high performance system facilitating quick responses to the changing labor market needs within our five counties. The partnerships in the AJC network streamline workforce development services and improve customer access to a multitude of employment and training options. Partner staff work to coordinate activities and, as appropriate, collaborate with other organizations that are integral to fulfilling this mission.

Products and services are tied directly to our purpose of linking skilled workers to the employer needs in our region. These products and services for unemployed and under-employed workers include: access to the JOBS4TN system; career exploration and planning; skill level and aptitude assessments; training; upgrade information and referrals; information regarding available funding resources; tax credit information and referrals; and support services. All services are individualized and person-centered.

The AJC system in LWIA 1 is comprised of three (3) primary partners: The Alliance for Business and Training, Inc (AB&T); the Tennessee Department of Labor and Workforce Development/Division of Workforce Services (TDOLWD/DWS); and the Tennessee Department of Human Services/Division of Vocational Rehabilitation Services. Management representatives from each of these partners are charged with the responsibility to provide staff and related customer services to implement the partnership required by the WIA. This collaborative, hereafter designated as the Northeast Tennessee Career Center Consortium (NTCCC), has developed a long term, open and synergistic relationship which has resulted in agreements aimed at functional alignment through sharing of resources, streamlined referral systems, and fully integrated data sharing. In

addition, the LWIA 1 Business Services Team provides a wide range of services to area employers including: serving as a clearinghouse for applicant recruiting, screening and assessment; pre-employment training and education; access to information concerning targeted tax credits and other hiring incentives; customized training; applied workplace education; labor market information; small business services; opportunities for on the job training, apprenticeships/internships; and liaison with economic development efforts.



The resulting service delivery structure is deployed through two (2) Comprehensive American Job Centers (AJC) - the Northeast Tennessee Career Center at Johnson City and the Northeast Tennessee Career Center at Kingsport; and two (2) Affiliate American Job Centers – the Northeast Tennessee AJC at Elizabethton and the Northeast Tennessee AJC at Mountain City. The initial phase of functional alignment/integration will occur in the AJC/Career Center at Johnson City. The Welcome Function will be accomplished through the sharing of financial resources from AB&T and TDOLWD. Referral services to the TDHS/VR staff will align in accordance with relevant statutes, regulations and policies. The Skills/Career Development Function will be shared through use of assessment approaches and instruments, resulting in appropriate case management and enrollment procedures which align with the WIA and related statutes, regulations and policies, as determined by the NTCCC team. The specifics of this function continue to evolve as fiscal and staff resources allow. The Business Services

Function is deployed through an ongoing team approach which is fully described in this Plan.

Key performance measures utilized by LWIA 1 incorporate the system's key strategic objectives of systemic development, support and continuous improvement to increase the numbers of individuals who connect to the labor market, gain employment, enhance skill development, obtain credentials, and retain employment. An enrollment plan, performance measure requirements, and budget are developed upon receipt of funding allocations. Services and program design are functionally aligned to meet the specific needs of the customers in LWIA 1 and the AJCs. Quarterly meetings which include the NTCCC team and all staff will be conducted to provide ongoing communication concerning , funding levels, performance measures and tracking, and data mining, as well as discussion concerning flexible resource deployment . Further input is derived through WIB meetings, area-wide informational meetings, local and state staff training, Consortium meetings, special coordination teams, etc. Use of technology will be improved as funding allows and as agreed upon in the Resource Sharing Agreement and/or modifications thereto.

LWIA 1 and the AJCs maximize continuous improvement through internal and external monitoring of all programs while ensuring security of customer files. Resulting report cards/dashboards will program outcomes, return on investment, cost efficiencies, and related metrics which document AJC accountability to stakeholders. Implementation of the GEOSOL/VOS system will further enhance information access, clarity and transparency. Outcome measures include ensuring compliance with all Federal and State regulations, positive feedback from internal and independent monitors and auditors, as well as meeting performance measures, deadlines, and agency budget constraints. Resulting report card/dashboards will focus on program outcomes

Staff will be regularly trained to ensure compliance with Federal, State and local guidelines and policies as described above. Information will be communicated through face to face meetings, as well as electronically through email and appropriate social media. Staff training may also be deployed through seminars, webinars, workshops, job specific courses, as well as technical assistance provided by TDOLWD or other complementary organizations. The long term goal of this approach will be the development of policy/procedures/process documents.

In addition, LWIA 1 has established a Coordination Team comprised of AJC partners and as well as a broad network of other community partners. This Team meets quarterly to provide system and program updates to ensure a well informed knowledge base within the AJC system.

During all implementation processes, an analysis of each customer's specific needs is weighed against the program requirements and budget limitations to provide the highest quality services within budgetary and regulatory guidelines. Employers come to AJCs with a need and based on that need training services are aligned in accordance with administrative and programmatic requirements. Programs are coordinated with a host of other available programs and services to leverage funds and services for the employer. Value to the employer is created by providing high quality training to the employer and employee or prospective employee and adding, when appropriate, the additional training and services available from other agencies.

There are specific measurable qualitative and quantitative goals and outcomes for each AJC program. In some programs there are local decision-making and program design requirements. These goals and outcomes are determined by the NETWIB and other Governing Boards and approved at the State level. In general, our primary customer is the employer and our goal is to supply the employer with the appropriate employee.

The NETWIB analyzes the final results of these metrics using the LWIA 1 Report Card and through continuous review of goal attainment levels on the mandated Common Measures performance system. When program result indicators note inadequate performance, corrective actions are taken as appropriate to the situation. This information is further used to continuously improve service delivery and/or to modify service approaches to ensure that customer needs are being met while efficiently utilizing available resources

In response to the State's Strategic Plan, LWIA 1 will actively participate in TDOLWD's evidence-based results blueprint specifically established to support the Governor's vision for the workforce system known as the Tennessee Balanced Scorecard/Performance Management Dashboard to measure key indicators of success. This effort will be spearheaded by the State Workforce Board and will provide information to continually improve services to the business customers. The required and State Workforce Board established measures will reveal levels of success related to sector strategies.

The NTCCC is currently engaged in strategic planning to implement Functional Alignment (FA) in the AJC in Johnson City, which is the only AJC in LWIA 1 in which all 3 NTCC partners are co-located and participating in the RSA/MOU. FA requires the following service segmentation

- The Welcome Function: will be responsible for initial contact with customers, partners and related stakeholders. This function will include greeting customers, registration of clients, initial evaluation

of service needs through survey instruments; provision of labor market information; providing generic program/menu of service information, including registration for workshops and related services; resource room services; referral to other community services; and other program/project duties, as appropriate. The Welcome Function is intended to ensure a seamless entry for clients, either job seeker or employer, into the AJC service menu. Included is the expectation of a logistically seamless traffic flow into and through partner service delivery systems. At this time, resources to provide the Welcome Function will be shared between TDOLWD and WIA. Appropriate referral and staff resource systems will be developed in coordination with TDHS/VR.

- Skills/Assessment Function: AJC staff serving in the Skills/Career Development function will provide skills analysis, facilitate assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training, and refer job seekers to program specific occupational training. It will include staff-assisted core services with significant staff involvement in the resource rooms, case management, and pre-employment skills workshops. Job seekers will be required to be registered in the JOBS4TN system and may or may not be enrolled in Workforce Investment Act services depending on client need and the funding source.
- Business Services Function: An Inter-agency team has been deployed to serve regional employers and to ensure quality applicant referrals to fill job openings. This team will be responsible for generic labor market "reconnaissance" and for communicating employer and applicant need to the NTCCC.

Internal, data driven processes are designed to meet all the key requirements of the various partnering agencies. In addition to employees being organized into formal teams with specific purposes, groups of employees with certain areas of experience and expertise are also organized into ad hoc teams that cover key requirements of each partner agency and the associated processes. Employee expertise and organizational knowledge is the linchpin to successful functional alignment and to the anticipated design of new processes or process improvements. New technology will also be incorporated, e.g., VOS, to ensure organizational capacity to meet key requirements. New processes may be designed in response to individual needs and to ensure cost and other resource efficiencies and effectiveness. Cycle time improvements may include streamlining the process to get a customer oriented, assessed, determined eligible, and registered to begin receiving AJC services.

An internal system and database have also been designed and implemented internally to track WIA key performance measures. This capacity may be expanded to other partners, as appropriate.

TDOLWD's [Jobs4TN Online](#), a virtual recruiter, automatically notifies job seekers when jobs they may qualify for are posted and notifies employers when candidates who fit their needs register. The online database contains positions from job orders placed directly by Tennessee employers, from corporate internet site and from major job search engines. Jobs4TN provides quicker and better access to job openings related to a job seeker's skills. Jobs4TN provides labor market information, including demand occupations, education requirements and salaries for positions, labor force projections, and training program graduates. Information can be tailored to focus on specific communities, metro statistical areas or statewide

Social media is reshaping the job search landscape. Employers are increasingly turning to social media tools to help them recruit qualified job applicant. If job search is about going where the jobs are, then this means that today's job seekers need to be on-line and proficient in using key social media tools in their job search. Staff will require additional training and capacity building to ensure they possess the required skills to access labor market opportunities.

The LWIA 1 NTCCC/AJC Consortium will be responsible for coordinating training for all AJC staff to ensure that staff remain knowledgeable and can apply these skills in today's job market. The Business Services Unit will assume the responsibility for the media accounts, to include at least the AJC webpage, Facebook, Linked In, and Twitter, under the direction of the Consortium.

LWIA 1 will offer a variety of assessment instruments, as deemed appropriate on an individualized basis. All assessments will focus on the needs of the individual participants and provide a comprehensive picture that will be based on an examination of basic skills, occupational skills educational motivation and skills, behavioral patterns, financial resources affecting training and employment potential, and supportive service needs. The assessment instrument/tools that are currently available may include, but are not limited to:

- Jobs4TN – available on-line to research specific occupations, learn about what career best suits an individual and allows and job seeker to explore the current job market where they want to work.
- National Career Readiness Certificate - The NCRC focuses on three targeted skills: Reading for Information; Applied Mathematics; and Locating Information. A NCRC is a credential based upon the WorkKeys® assessments that substantiate to

employers that an individual possesses the basic workplace skills required for 21st century jobs.

- Career Scope – The CareerScope Assessment Profile provides the job seeker with a “career blueprint” and high demand career recommendations based upon the overlap of the test taker's high interest and high ability areas..
- Test of Adult Basic Education (TABE) - TABE is the most widely used assessment test of reading, mathematics computation, applied mathematics, and language levels. TABE is an excellent tool that assists in making important decisions about eligibility for academic programs and employment when use in conjunction with information from other sources such as interviews, transcripts, and references.

Other assessment and testing tools that may be utilized include, but are not limited to OccuBrowse+, ES-TIP (Employability Skills Training and Implementation Program, Wide Range Achievement Test (WRAT), and O*NET Career Exploration

In addition, AB&T possesses the proprietary software Economic Modeling Systems, Inc. (EMSI) database. It allows staff to quickly and easily understand the knowledge, skills, and abilities (KSA) of local occupations and match their compatibility with other regional job and training opportunities. This asset will be available to AJC partners as well as to external stakeholders such as economic and community development partners.

The LWIA 1 American Job Center (AJC) network has adopted the AJC brand. All publications, websites, print materials, will bear the AJC brand. Co-branding will also be utilized by American Job Center partners as defined by the State.

2014-2019 Five-Year Local Planning Guidance Baldrige Narrative Criteria

I. Leadership

Local Workforce Investment Area 1, in Northeast Tennessee, is comprised of Carter, Johnson, Sullivan, Unicoi, and Washington counties. The Alliance for Business and Training, Inc. (AB&T), a public, not-for-profit 501 c 3 corporation, serves as the Administrative Entity and Grant Sub-recipient for receipt, disbursal, administration and accounting for all Workforce Investment Act (WIA) funding. Sullivan County, the largest of the five (5) counties, serves as the Grant Recipient of WIA funds.



The American Job Center (AJC) system was designed to be a flexible, integrated and high performance network facilitating quick responses to the changing labor market needs within the five counties. AJC programs strive to appear as a seamless organization of workforce. In order to achieve the NETWIB mission, AB&T facilitates coordination of activities with partnering organizations to deliver workforce development services for both employers and job seekers.

The senior leadership team is configured through the Northeast Tennessee Career Center Consortium (NTCCC), i.e., managers from partnering agencies within the AJC. The NTCCC is responsible for working together to promote coordinated service delivery to AJC customers. The NTCCC functions under the guidance of the Northeast Tennessee Workforce Investment Board and according to protocols and policies issued by cognizant partnering entities of the Northeast Tennessee Consortium. The LWIA AJC management structure has progressed incrementally on an integration scale from fragmented to collaborative. By June 30, 2014, it is anticipated that the LWIA 1 AJC system will be more fully integrated through redesign of its service delivery system. To achieve this goal, the AJC partners have pledged to ongoing team development, staff cross training, and improved communication achieved through quarterly review and evaluation.

In addition to the NTCCC structure, LWIA 1 implemented a communication strategy designed to expand its information network and to foster

relationship building among a diverse group of partners who are connected to the AJC. Known as the LWIA 1 Coordination Team (CT), this entity is composed of representatives of all AJC partners as well as other critical workforce development organizations, e.g., TN Department of Human Services Family Assistance programs, East TN State University (ETSU) (including Upward Bound and TRIO), Northeast State Community College (NeSCC), Tennessee Center for Applied Technology (TCAT), Appalachian Regional Coalition for the Homeless (ARCH), First TN Development District (FTDD), Upper East TN Development Agency (UETHDA), Job Corps, Disability Employment Initiative (DEI) and the YouthBuild. The CT meets quarterly and is charged with the responsibility of ongoing inter-agency staff training. During FY 2015, the CT has as its goal redeployment of comprehensive training and team building for all frontline staff,

The NTCCC communicates organizational values, directions and expectations throughout the AJC to employees, partners and stakeholders, and to the center's customers. The NTCCC has established the goal to meet quarterly to discuss performance and to address problems and clarify issues. Communication is also delivered through one-on-one meetings, telephone calls, memos, and e-mails. LWIA 1 is increasing use of social media to promote service delivery opportunities and to connect to participants.

The vision for Local Workforce Investment Area 1 is to deliver a workforce development system that fosters economic growth and empowers the people of Northeast Tennessee with the knowledge they need to ensure they have the opportunity to acquire the skills necessary to meet workplace requirements for long term employment and obtain and sustain a higher skill, higher wage job.

The NETWIB Planning Committee, County Mayors, Administrative Entity, and Partner leadership participated in a strategic planning focus group designed to look at the priorities of our local labor market to include the Governor's goals and objectives outlined in the State Integrated Plan. This focus group represented a broad range of employers and counties, yet the basic message boiled down what the Washington County Mayor state he hears from his county's employers. Mr. Eldridge stated he heard that he has a "very capable workforce" and a "very trainable workforce", but that he does not hear that he has a "very prepared workforce".

The Planning Focus Group also addressed the topic of "the skills gap". Locally, there continues to be a consistent struggle with life skills, math, reading, and writing. This discussion reflected the national dilemma. Employers cannot find skilled candidates to fill their job vacancies. Many job seekers possess at least some education, yet still lack job specific skills local employers desire. Academia understands the

skills gap problem, but struggles to initiate change quickly enough. Further, the Focus Group discussed the implementation and support of Common Core in Tennessee and the positive impact this initiative can have on future workers.

LWIA 1 is continually conducting both macro and micro environmental scans to ensure that local labor market needs are being addressed. Most recently, two sectors of the local economy (advanced manufacturing and health care) participated in formal focus groups to provide real time data concerning growth in demand occupations in each respective sector. Additionally, AJC customers complete a needs survey and have participated in targeted focus groups to identify the supply side gaps in LWIA 1.

The AJC system in LWIA 1 is designed to be a flexible, integrated, and high-performance system thus allowing for the capacity to respond quickly to changing labor market needs within the five counties. This is achieved through relationships built with partnering entities and facilitated by the Northeast Tennessee Career Consortium. As a result of these partnerships, the AJC system represents a vital asset and serves as a catalyst for economic development.

The workforce needs in LWIA 1 are diverse and complex. This demands that the AJC system foresee and respond to numerous demands at multiple levels. The system must anticipate and meet the needs of targeted and high-growth demand occupations while also meeting the needs of the communities' smaller sized businesses that represent a high level of regional job growth.

Purpose: To deliver a workforce development system that fosters economic growth and empowers the people of Northeast Tennessee with the knowledge and skills necessary to meet workplace requirements.

Mission: To enhance economic development in Northeast Tennessee by providing guidance and resources to meet employment needs.

Vision: A workforce development system which meets employer needs, enhances occupational skills and supports wage progression, is responsive to changing labor market demands, and fosters economic growth.

The NTCCC strives to create a work environment that promotes opportunity for input from partner staff. Additionally, all partners regularly attend NETWIB meetings and representatives serve as members in the NETWIB subcommittee structure which develops policies and distributes information related to LWIA 1 mission, vision, goals and workforce operations. Each agency continues to report to its administrative entity and the budgetary process accommodates individual agency requirements.

To achieve organization goals, LWIA 1 relies on the building of relationships among the service delivery partners, including those which are co-located, integrated within the physical center locations, as well as external providers who participate in ad hoc strategic initiatives. Ongoing analysis facilitates the identification of opportunities for improvement and the development of short and long term strategies and tactics for addressing gaps in meeting customer needs.

Ethical stewardship and administrative transparency are documented through an internal assurance system and through independent audit and compliance reviews by external public accountants and oversight panels. Certified independent audits of the WIA Administrative Entity are conducted annually; internal monitoring systems have been established by AB&T. The TDOLWD PAR annually reviews fiscal and programmatic operations by the Administrative Entity. The NETWIB Compliance Committee meets annually to review results of each of these oversight events. Further, the LWIA 1 AJC is accountable to multiple governing boards that regularly review scorecards for specific performance objectives tied to financial streams, programmatic mandates, regulatory compliance issuances, EO and EEO laws and regulations and the Office of Management and Budget Circulars.

The AJC is valued as a "good neighbor" in the communities we serve. The public is fully informed of AJC services and given opportunities for comments/input through the following:

1. Plan – public comment, newspaper notices
2. Contact – walk-ins, mail, e-mail, website
3. Meetings – sunshine provision, open to public
4. Public Notices – Requests for Proposals, etc
5. Local Chambers – member of all local Chambers
6. Workforce Employer Outreach Committees – AJC attend WEOC meetings and often collaborate on agenda development and provide programs
7. Use of social media networking opportunities

LWIA 1 Northeast Tennessee Workforce Investment Board (NETWIB) has a written code of ethics, signed conflict of interest statements, internal and external audits and monitoring systems. Board members undergo a recommendation/review/approval process to ensure appointment of individuals with highest ethical standards. AB&T Administrative Entity (AE) staff executes a code of ethics and conflict of interest statement. Other AJC partners abide by similar statements required by their governing statutes and organizational protocols.

II. Strategic Planning

The AJC Partners and NETWIB utilize a results-focused process for strategic plan development, which serves as the road map for organizational goal setting, creating value through process strategies and quantifying performance accountability measures.

1. USDOL and TDLWD provide guidelines for resource allocation and prioritization for goal attainment. The AJC analyzes local economic and labor market supply/ demand conditions.
2. AE Planning and front line service delivery staff serve on the internal teams to identify customer-driven and cost effective process strategies which prioritize solutions to service gaps. Key "point of service" customer survey information is analyzed to identify the degree of "fit" between Plan strategies and process deployment. NTCCC members meet to provide input to ensure a cohesive, balanced approach which promotes AJC's "seamless" delivery goals while respecting the statutory and governing requirements of the individual agency. For purposes of this five year plan, the NTCCC members have been engaged more intensely to begin the process of Functional Alignment. In addition, each agency annually leverages resources available through contractually binding Resource Sharing Agreements (RSA)/Memorandum of Understanding (MOU) that commit partners' financial and human resources to achieve planned objectives. The draft plan document is provided to the appropriate governing boards for final recommendations.
3. The approved Plan is submitted to the State Workforce Development Board.
4. The approved Plan developed by the NTCCC will be communicated to all staff for implementation.
5. Feedback processes identify areas for improvement that are prioritized through the Consortium, Coordination Team and NTCCC to permit agile re-deployment of assets while responding to economic changes and permit early identification of need for additional resources.

Parallel to this customer-choice, demand driven approach is the critical need to achieve financial efficiencies that respond to the unpredictability of funding and other resource availability. Members of the NTCC NTCCC will meet quarterly to ensure reality based service deployment and system evaluation.

Action plans will be utilized by AJC Senior Leaders and front line staff to promote alignment with goals and objectives. Processes and management information systems implement and measure organizational alignment and results. Accountability measures outlined in the Plan are reported by program/grant according to federal mandates and service, financial and operational performance criteria.

RSA/MOUs define partner allocation priorities relative to service/product delivery to ensure deployment that meets key customer and market needs and aligns partnering systems in a fiscally feasible method. This approach emphasizes the importance of unified partner service delivery which conforms to financial and regulatory mandates.

Mandatory AJC partners serve as members of the NETWIB which implies reciprocity of resources and Plan unification. The MOU development process and empowered work units ensure sustainability of action plan deployment.

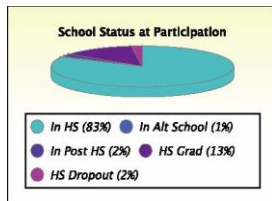
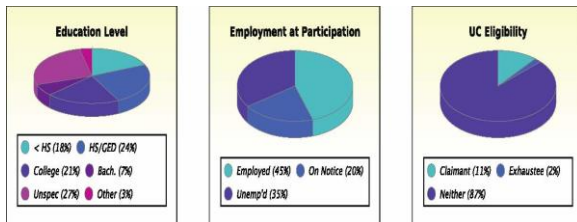
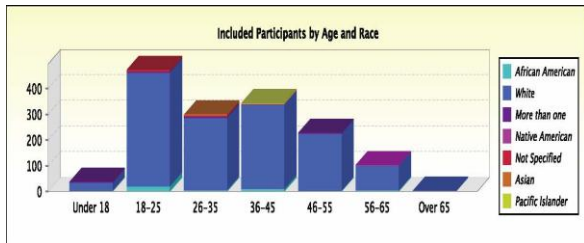
Continuous customer input provides real time measures of satisfaction levels and allows efficient and effective Plan and action modifications. Uniform evaluation metrics, emphasizing program effectiveness crosscutting government-wide functions serve as benchmarks and include return on investment and annual cost per participant. To address these issues and ensure targeted customer delivery, the LWIA 1 Administrative Entity is engaged in a system wide evaluation targeted at identifying service duplications, gaps, structural inefficiencies, and deployment strategies.

The mission, vision and structure of services in the American Job Center (AJC) system define our primary customers. AJCs serve the community and provide a wide variety of services to a diversified customer base. The primary customers are employers and local businesses, training institutions, AJC employees, adults, dislocated workers, disadvantaged adults and youth, unemployment claimants, local community agencies, and governing boards of directors.

For many of the services provided by the AJC, federal income eligibility and qualifications predetermine the customer base. Our centers provide universal access to a number of services that do not have eligibility requirements. Within these parameters, we must keep current customers satisfied and seek new customers. Customer groups, as applicable, are selected through various methods of eligibility and qualification which meet mandated guidelines. This type of information is reviewed and analyzed on an on-going basis by NTCCC to identify the need for new and expanded services.

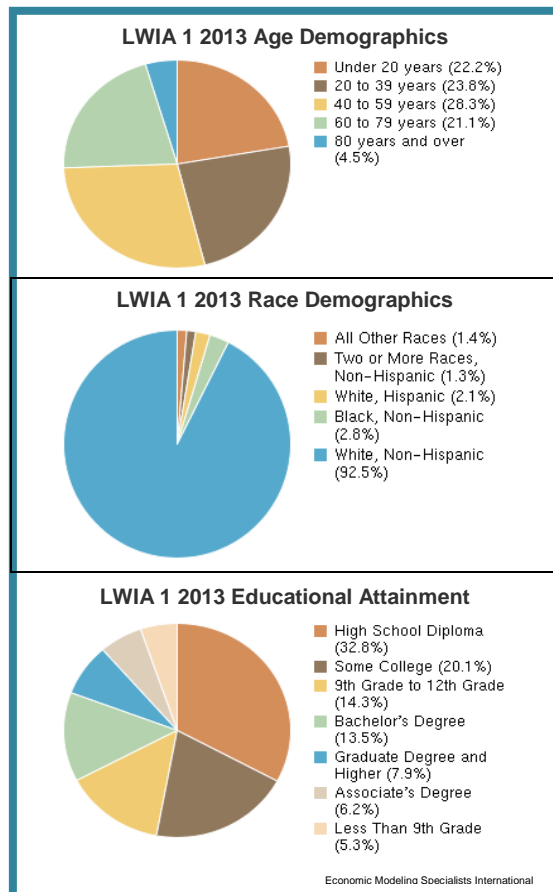
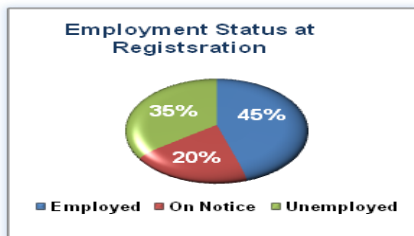
Demographics of Participants Served

7/1/12 – 6/30/13



In LWIA 1, the advanced manufacturing and health care sectors remain critical segments of the labor market. Sectoral leaders have grave concerns about the knowledge/productivity loss when “boomers” finally leave their workplace. By the year 2020, 46 % of their workforce will be drawn from Generation Y – the Millennials. As a result of the employment gap between completing secondary and/or post secondary credentialing which is prevalent in the local economy, these current and future workers lack communication and critical thinking skills, yet are highly tech savvy. Also, businesses cite plans to invest fewer resources in direct training/ rather, this approach appears to imply intention to rely on the public workforce and education systems to bridge this skills gap. LWIA 1 plans to increase the number of internship /apprenticeship opportunities developed around specific workplace competencies. Further, LWIA 1 intends (contingent upon resource availability) to conduct a regional workforce summit by 6/30/15 to create a community workforce and economic development plan aimed at developing specific action strategies to address this key workplace driver.

The Congressional Budget Office reports in January 2014 that the labor force participation rate is projected to decline further. This is due to the upward pressure that rate from improvements in the economy and from the increased efficiency from automation that will be more than offset by downward pressure from demographic trends.



LWIA 1 employs a participatory culture that promotes open communication and supports strategic thinking for all staff to improve processes and organization effectiveness. Proactive scanning of the economic environment and data mining/trend analysis creates opportunities to develop responsive service approaches and to replicate best practices. Tactical examples include customer and employer surveys, use of social media, focus groups, "All Hands" staff meetings, regional inter-agency staff development, front line ad hoc design teams, SWOT analysis, and engagement with "non-traditional" community partners.

Data Reviewed	Purpose	How Often	Communicated Results
# Entering center	Determine if number changed from previous year	Monthly	NTCCC, NTCC staff, State
# Completed training	Assess training, improve training, assess if staff objectives were met	Monthly	NTCCC, staff, NTCC staff, State
# Completed education	Assess education level, assess if performance objectives were met	Monthly	NTCCC, staff, NTCC staff, State
# Agency referral	Determine if performance objectives were met	Monthly	NTCCC, NTCC staff
# Gaining employment	Determine who enters employment and assess performance objectives	Monthly	NTCCC, NTCC staff, State
Satisfaction Survey	Determine if the center is meeting seamless delivery of service	Weekly	NTCCC, NTCC staff
Employee Surveys	Staff satisfaction, discover opportunities for improvement	Annually	NTCCC, NTCC staff, State
Customer Surveys	To determine if customers' needs are being met and develop plans for center improvement	Weekly	NTCCC, NTCC staff, State
Employer Surveys	Employer needs are being met; develop plans for center improvement	Annually	NTCCC, NTCC staff, State
Northeast TN Workforce Investment Board	Created by WIA Act of 1998 to promote private sector driven services and governs the activities in each of the 13 LWIA's; under the governance of the State WDB	Annually	NETWIB Members, NTCCC

LWIA 1 and the NETWIB's strategies for meeting the challenges and opportunities of our regional workforce needs are aimed at assisting employers in finding and retaining qualified workers, preparing workers with the skills necessary to secure employment, and have opportunities for career advancement. Strategies include:

- ✓ Continued analysis of economic conditions affecting the local labor market
- ✓ Enhanced focus on services to dislocated workers impacted by economic downturn and long-term unemployed
- ✓ Identification and emphasis placed on targeted industries that are critical to the local economy in high growth/high demand occupations

- ✓ Development and maintenance of strategic partnerships necessary for the identification of local workforce challenges and the implementation of innovative solutions
- ✓ Deployment of solutions-based approaches built on the comprehensive analysis of LWIA 1 and the effective leveraging of available resources
- ✓ Provision of a comprehensive collection of assets available through the AJC system that supports both area employers and job seekers, including individuals with disabilities and other targeted populations
- ✓ Enhancement of truly universal access to Partners' services
- ✓ Availability of Employment Seminars including successful job search techniques, applications, resumes, and interviewing skills; Job Club; and individualized staff-assisted job search
- ✓ Emphasis on meeting the need of smaller businesses through entrepreneurial training as well as priority access to Incumbent Worker, OJT and Customized Training

The AJC system utilizes multiple resources to continuously analyze current and projected employment opportunities. The AJC and NETWIB access standardized labor market information including TDOLWD's Jobs4TN, USDOL, BLS, and O*Net as well as local and regional sources available through Chambers of Commerce, Economic & Community Development leaders, industrial development organizations, business associations, the Tennessee Statistical Research Department, the local secondary school systems and vocational systems, the National Bureau of Economic Research, the University of Tennessee Bureau of Economic Analysis, the Tennessee Board of Regents, and East Tennessee State University.

AB&T possesses the proprietary software Economic Modeling Systems, Inc. (EMSI) database. This EMSI information has the ability to conduct a real time, comprehensive analysis of the regional labor market for Eastern Tennessee, Southwest Virginia, and Western North Carolina. The addition of EMSI and the Analyst program is allowing LWIA 1 access to a wider range of comprehensive and up-to-date employment data to assist in making data-driven decisions. It allows staff to quickly and easily understand the knowledge, skills, and abilities of local workers and match their compatibility with other regional job and training opportunities. The Analyst program also details the impacts of an industry's expansion or contraction in our region and can simulate the effect that the event will have on other industries which allow LWIA 1 to be more responsive to employer and customer needs. EMSI allows access to current and complete industry, occupation and demographic data which is updated regularly to ensure that the information is the most recent dataset available.

LWIA 1 is committed to achieving Governor Haslam's strategic goals and objectives of helping Tennesseans get back to work while simultaneously instituting a plan for long-term economic growth. Specifically, coordination initiatives are in place through the NETWIB's ongoing sponsorship of regional economic collaborative and liaison with regional Chambers of Commerce, economic and community development entities and local elected officials to ensure linkages between multiple constituencies and employers. The approach results in efficient networking and coordination of both human and financial capital, as well as ongoing information sharing, to enhance labor market knowledge and timely targeting to address short and long term economic development needs.

LWIA1 supports the Governor's Jobs and Economic Development Goal to "Make TN the #1 State in the Southeast for Jobs". In support of this goal, the NETWIB endorses the Governor's objectives to:

- Identify, assess, and certify skills for successful careers
- Promote economic development by connecting workforce development with job creation and growth
- Increase employer engagement with the workforce development system
- Expand programs of study that bring together a sequence of career-focused courses that start in high school and extend through college
- Increase work-integrated learning

The NETWIB supports the Governor's Education and Workforce Development Goal to create a more seamless path from high school, post-secondary education or training to the workforce by endorsing the objectives to:

- Leverage resources, including WIA statewide and local funding and other non-WIA funds, and partnerships across departments and programs to aid in developing more seamless paths from training into the workforce
- Improve the availability and quality of career and educational guidance for students of all ages in high school and postsecondary institutions

The Governor's Conservative Fiscal Leadership Goal of eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce will be supported by the NETWIB through the following objectives:

- Improve job search and placement services for unemployed and underemployed workers
- Establish cost-effective co-investment models, across government and other funding streams

In response to the Governor's goals and objectives LWIA 1 strategy implementation approaches will include, but are not limited to the following:

- ✓ Continuous data collection and analysis which results in a quarterly review and an annual report card to identify progress toward goal attainment and alignment with the State Plans
- ✓ Enhanced encouragement of NCRC attainment to enhance job seekers' employability
- ✓ Continued coordination with YouthBuild and AmeriCorps
- ✓ Continuous evaluation of AJC services to determine effectiveness, including use of report card data and customer service results from the University of Memphis
- ✓ Enhanced availability of Employment Seminars, staff assisted job search, job clubs and other skills workshops, including development of services targeting dislocated professionals and senior workers
- ✓ Continuation of area community career transitions/job fairs in coordination with city and county officials and Chambers of Commerce
- ✓ Enhanced services for more mature and older workers relative to job search, transferrable skills, and skills training
- ✓ Use of group activities and technology including the use of social media, as appropriate, for greater efficiency with larger number of job seekers
- ✓ Enhanced coordination with available community resources to serve multiple needs of job seekers
- ✓ Opportunities for job seeker motivational, adaptation to change activities and stress management
- ✓ Enhance and develop additional On-the-Job Training opportunities to provide individuals the opportunities to obtain needed skills while training on the job and to assist employers through the reimbursement of half of the employee's training wages.

The NETWIB will engage local business and industry employers in collaborative efforts to stay up to date on high skill, high wage and high demand occupations in the local area. In addition, utilizing at a variety of data sources, LWIA 1 is able to project which jobs are expected to have the most growth over the next 10 years. By monitoring the demand skills needed for emerging occupations, the local area will align training programs to prepare the workforce to compete in the economy. The integration of information and knowledge will result in the automatic analysis of job needs and worker skill requirements. This results in more effective and efficient partnerships to satisfy local economic challenges.

The responsibility of the AJC partners is to engage with employers in the region in order to identify the workforce gaps and needs that exist to determine the education and training programs that are necessary to meet the needs of employers. To better understand the specific healthcare occupations of concern and employment and training needs, staff has arranged focus groups with local sectors leaders such as health care organizations. The results of the focus group

revealed that local health care providers will be hiring for positions that are changing or will be required under the Affordable Care Act. High growth areas of employment within the local economy, in coordination with the local workforce area's sector strategy will be a major factor in the determination of employment goals and related employment training programs. The integrated system will be a demand-driven system that is focused on more efficient use of employment and training funds and preparing area workers to meet the demands of the growing business and industry.

III. Customer Focus

The most important role of the NETWIB is to work as catalysts and coalition builders to develop employer and economy-driven strategies to address the lack of workplace skills and talent needs. Job training and educational programs must be aligned with workforce demands. The demand on all workers to develop new and more diverse skills, as a baseline required for good jobs, raises complex challenges for employers and difficult decisions for workers. These demographic and economic shifts are resulting in significant implications for workers and businesses. LWIA 1 is seeing a new and changing labor market as it continues to recover from the recession. While there is no crystal ball that shows clearly what the labor market demands will entail, numerous job skills and expertise areas are becoming evident.

In January 2014, The Wall Street Journal listed four indicators that showed that the US economy strengthened overall in 2013 - unemployment fell; home prices rose; consumer spending started growing faster; and household wealth rebounded slightly.

The three largest cities in LWIA 1 in the 4th quarter in 2013 suffered the largest job losses since the beginning of the recession. Employment was down an average of -2.5% and unemployment rose for the 3rd quarter in a row. These were the "worst results in 4 years", according to the Bureau of Business and Economic Research. The regional labor market is also seeing a decline in its labor force size due to discouraged or missing workers.

The Bureau of Labor Statistics reported that the ratio of jobs seekers to job opening in November 2013 was 2.7 to 1 or that for more than 3 out of 5 job seekers there were simply no jobs. This ratio had improved from the July 2009 of 6.7 to 1, but does not take into consideration the large number of "missing workers".

The Economic Policy Institute defines missing workers as potential workers, who because of weak job opportunities are neither employed nor actively seeking a job. The official unemployment rate only counts those actively seeking a job. In 2013, there were 5.7 million missing workers. In Tennessee, 32%

of the unemployed in 2013 were jobless for 27 weeks or more. The longer a job seeker stays unemployed, the greater the risk of become discouraged and becoming a "missing worker".

The two things that economists seem to agree upon is that we can expect several years before our economy stabilizes and that as we recover from the Great Recession, we will see a new and much changed labor market – innovative new jobs and occupations that require the mastery of drastically changed skill sets for job seekers to be competitive as the economy and job creation expands. While the new labor market requires new job skills and expertise, there is no crystal ball that shows us clearly what the new labor market demands will entail.

Even with high unemployment and the dislocation of local workers with a wide range of skills and expertise, some local companies are struggling to fill certain positions. Paradoxically, many of the jobs being created as we start economic recovery require knowledge, expertise, and analytical skills beyond what the majority of local job seekers possess.

The 2008 recession has had a lasting effect on the labor market, according to the CBO in its *Slow Recovery of the Labor Market* report. More than four and a half years after the end of the recession, employment has risen sluggishly and much more slowly than it grew. Simultaneously, the unemployment rate has fallen only partially back to its prerecession level. A significant part of that improvement can be attributed to a decline in labor force participation that has occurred as an unusually large number of people have stopped looking for work. To a smaller degree, the slow recovery of the labor market is the result of structural factors that stem from the recession and the slow recovery of output, but that are not directly related to the economy's current cyclical weakness. For example, a large number of job seekers have been unemployed for long periods of time and the stigma attached to this long-term unemployment, along with a possible erosion of their job skills, has made it difficult for them to find new work.

A voluntary dislocated worker focus group was conducted on September 27, 2013 at the comprehensive AJC in Johnson City. The purpose was to identify the most common barriers faced by dislocated workers and what services would be most helpful to address their needs immediately after dislocation. Participants were recruited from a Johnson City American Job Center weekly orientation to services session and three Reemployment and Eligibility Assessment Program sessions. Both recruitment strategies provided access to dislocated workers for the purpose of the project. The group consisted of eight participants-four men and four women ranging in age from mid 30s to early 60s.

The following three common themes developed among the group:

1. The experience of being dislocated from employment is similar to that of a death referring to grief and working through the process of accepting the loss.
2. Not being aware of available resources in the community to assist with rent and utilities as well as concerns of not being able to afford healthcare or receive food stamp assistance due to income guidelines based on previous year's earnings.
3. Not knowing the full range of services available before or when entering the American Job Center system as well as the difficulties with only being able to apply for unemployment by phone or internet and not receiving benefits in a timely manner.

The members also suggested having groups available on a regular basis structured like the focus group to allow dislocated workers to build support among each other and learn how to manage stress and build their confidence. They expressed that the focus group alone was very beneficial and educational in learning about possible community resources and services within the American Job Center.

A survey question was given to all focus group members to identify certain barriers they perceived as affecting their progress in job searching activities and that may be affecting other dislocated workers. Identified barriers included:

Barrier
Managing Stress
Budget Planning
Age Barriers
Connection to Community Resources
Motivation
Positive Thinking/Confidence

Based on the focus group results, a stress management workshop for dislocated workers has been developed to enhance the menu of services and provide additional resources. The design of the workshop focuses on the stages of grief (cycle of change), stress management techniques, basic budgeting tips, and building positive thinking, confidence, and motivation. It also encourages networking among participants to build support and a review of available job readiness American Job Center services with the development of an action plan to develop next steps toward service participation. Because the workshop will be an initial service offered at the American Job Center, dislocated workers can work through barriers and move forward to transition into career readiness workshops to prepare them for reemployment. It is scheduled to be implemented in the American Job Center at Johnson City on March 27, 2014.

A questionnaire was administered to Career Specialists located the Kingsport, Johnson City, and Mountain City AJCs, at a local community college campus, Career Services Specialist, and TDOLWD staff. These particular staff members provide services to dislocated workers on a regular basis to assess their job searching and/or training needs, to facilitate employment seminars on a daily basis with job seekers, and to provide one on one individualized services to job seekers. The purpose of the questionnaire was to have them identify and expand on the specific barriers they observe with this population and provide recommendations for improvement of services

IDENTIFIED BARRIERS
Managing Stress
Budget Planning
Age Barriers
Connection to Community Resources
Motivation
Positive Thinking/Confidence

Staff suggestions to assist dislocated workers with overcoming barriers that are interfering with their participation in Career Center services included:

- "...we need to be upbeat, positive, and motivational because often times, people come with their attitude so low over their individual situations they truly don't listen and comprehend.."
- Encourage people to car pool to come to the center for services.
- A workshop specifically for dislocated workers.
- Be patient and keep in mind the stress dislocated workers are experiencing.
- Staff training on stages of grief that dislocated workers experience.
- Help to build the self confidence of dislocated workers.
- Services to assist with managing stress, building confidence, and financial advising.
- Allow dislocated workers time to discuss problems with past employment and present situation to help them alter their thinking.

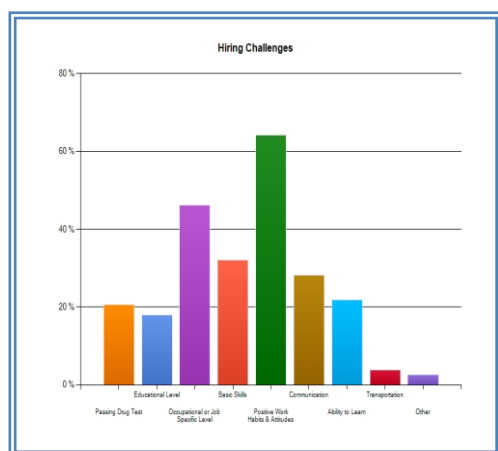
The feedback from the staff members provided insight and knowledge which was used to developing new services related to dealing with stress that are being implemented in April 2015.

AB&T, on behalf NETWIB and in partnership with area employers, Chambers of Commerce, a network of public partners, colleges, and community-based organizations, created and distributed almost 1,000 "Hiring Challenges, Skill Gaps and Training Needs" surveys in the local 5-county region. This survey was designed to determine real-time critical business and industry needs: addressing hiring needs, skills gaps, retirements, and a whole range of training and professional development needs. The survey resulted in a 12% response rate and confirmed the

results of other local and national surveys. All survey questions were customized to the local area.



The NETWIB survey determined and/or validated the region's specific employer-driven and economy-driven challenges, skill gaps and training deficiencies. These employers are concerned that they will not be able to hire qualified applicants and will have to increase recruiting efforts outside our region or hire less qualified applicants to fill the positions. The charts above and below quantifies the identified regional hiring challenges.



An additional detailed survey of AJC customers conducted in the spring and summer of 2012 resulted in LWIA 1 re-engineering its intake system in the Center. Customer flow was modified and an additional menu of pre-vocational options was added to better serve individuals engaged in job search.

The NETWIB, it's Youth Council, and Eastman Chemical Company partnered with East Tennessee State University's Bureau of Business and Economic Research (BBER) to sponsor an in-depth, detailed community asset mapping research project to identify new and existing employer expansion/retention plans. The following briefly summarizes some of the major findings of this research project:

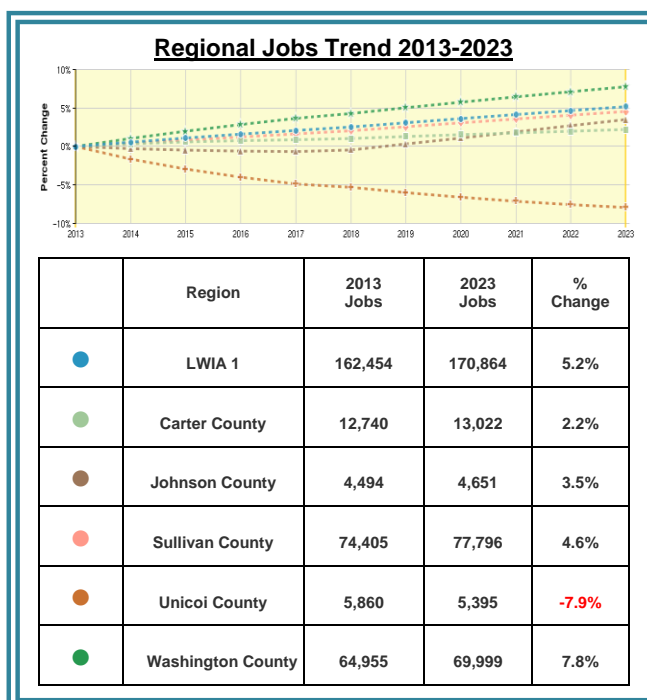
- Urgent need for critical thinking skills and problem solving skills, basic skills (math and reading) in job applicants and current employees as well as strong communication skills, customer service

skills, and supervision and management skills, and for social skills such as active listening, conflict resolution, interpersonal skills, teamwork, and computer skills (software, hardware, and programming)

- Need for employee self-management skills such as coping with and facilitating change, following instructions, and organization and time management.
- Another outcome of this research identified critical changes projected in the area's supply of labor, specifically the increasing diversity of available workers and the trend toward a more mature workforce.

Workers who can think critically and solve problems will prove to be extremely valuable. A higher level of educational attainment and increased availability of technical skills training will be crucial in addressing a situation that is detrimental to economic growth and undermines the potential of unemployed and underemployed workers in LWIA 1. Skill attainment through education and training influences both lower unemployment as well as increased earnings potentials. Occupations that require post-secondary education and training are expected to grow faster than others. Of the top 20 fastest growing occupations to 2020, over half are in the associates degree or higher category according to BLS.

The chart below represents the five county regional job trends from 2013 to 2023 and the LWIA as a whole. Overall, LWIA 1 expects a job change of slightly over 5% on the average. Only one county, Unicoi, is anticipated to show a negative job trend over the 10 year period.

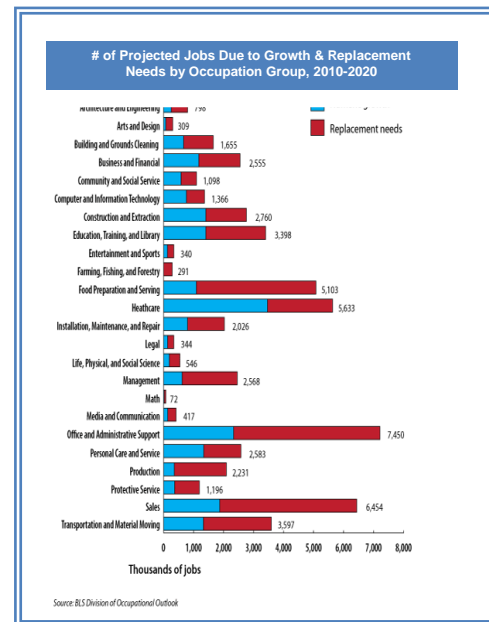


LWIA 1 occupations with the largest number of openings per year are listed in the following chart. This list includes occupations that require a wide variety of educational and skills levels and associated pay levels.

**LWIA 1 OCCUPATIONS WITH THE LARGEST
OF OPENING PER YEAR**

Description	Annual Openings
Registered Nurses	178
Waiters and Waitresses	168
Combined Food Preparation and Serving Workers, Including Fast Food	131
Customer Service Representatives	94
Office Clerks, General	92
Bill and Account Collectors	82
Nursing Assistants	81
Licensed Practical and Licensed Vocational Nurses	81
Personal Care Aides	81
Postsecondary Teachers	79
First-Line Supervisors of Office and Administrative Support Workers	67
Receptionists and Information Clerks	61
Food Preparation Workers	60
Elementary School Teachers, Except Special Education	54
Maids and Housekeeping Cleaners	50
Medical Assistants	47
Cooks, Restaurant	45
Teacher Assistants	44
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	41
Tellers	40
Maintenance and Repair Workers, General	39
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	38
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	29
First-Line Supervisors of Food Preparation and Serving Workers	29

Employment growth and replacement needs both create job openings. Over 86% of new jobs are created by existing companies, according to the TN Department of Economic and Community Development. Replacement needs are expected to result in job openings in occupations projected to have slow growth and even a decline in employment. During the Planning Focus Group, four major employers stated that during the next four years 25% of their workforce will be retirement eligible and that the average age of their workforce will be 49.



A review of the emerging or new industries that are seeing recovery growth include skilled medical professionals, technology workers, engineers, finance and account experts, and business development professionals. Other recovery industries are related to the STEM skills sets (Science, Technology, Engineering, and Math).

Recovery occupations seeing some growth are also tied to Trade occupations as the predominantly older workforce nears retirement. 53 percent of skilled-trade workers in the U.S. were 45 years and older, according to Economic Modeling (EMSI), and 18.6 percent were between the ages of 55 and 64. Contrast those numbers with the overall labor force, where 44 percent of workers were at least 45 years old, and 15.5 % of jobs were held by the 55-to-64 demographic.

LWIA 1 has identified skills and employee shortages through its on-going research. The occupations most in demand in LWIA 1 include:

Retail sales and cashiers, food preparation including fast food, Registered Nurses, waiters, account collectors, customer service representatives, office clerks, laborers, stock clerks, Licensed Practical Nurses, administrative and office supervisors, nursing assistants, landscaping workers, retail supervisors, tractor-trailer truck drivers, janitors, construction laborers, medical assistants, postsecondary teachers, secretaries, administrative assistants, general managers, operations managers, receptionists, housekeeping cleaners, security guards, elementary school teachers, maintenance workers, carpenters, childcare workers, cooks including restaurant, fast food, institutional, and cafeteria, food preparation supervisors, teacher assistants, machine setters, operators, and tenders, restaurant hosts/hostesses, accounting clerks, automotive service technicians and mechanics, production workers, physicians, surgeons, team assemblers, accountants and auditors, personal care aides, sales representatives, medical secretaries, billing clerks,

electricians, patrol officers, secondary school teachers, pharmacy technicians, medical laboratory technicians, industrial machinery mechanics, packagers, cosmetologists, home health aides, emergency medical technicians, paramedics, pharmacists, construction supervisors, counter attendants including cafeteria, food concession, and coffee shop, construction equipment operators and engineers, dishwashers, light truck or delivery services drivers, bartenders, correctional officers and jailers, shipping, receiving, and traffic clerks, industrial truck and tractor operators, general assemblers and fabricators, medical and health services managers, mechanical engineers, counter and rental clerks, middle school teachers, production supervisors, health information technicians, preschool teachers, hotel clerks, plumbers, pipefitters, mechanics supervisors, nurse practitioners, radiologic technologists, loan officers, construction managers, electrician helpers, medical transcriptionists, welders, financial managers, residential advisors, inspectors, business operation specialists, dental assistants, dining room and cafeteria attendants, bartender helpers, clergy, production worker helpers, tire repairers and changers, packaging and filling machine operators, heating, air conditioning, and refrigeration mechanics and installers

In Demand Occupations	Needed Knowledge/ Skills 1	Needed Knowledge/ Skills 2
Registered Nurses	Customer Service	Problem Solving
Medical Laboratory Technicians	Computers/ Electronics	Chemistry /Biology
Heavy and Tractor-Trailer Truck Drivers	Mechanical	Public Safety/Security
Maintenance and Repair Workers	Building/	Mechanical
Heating and Air Conditioning Mechanics and Installers	Problem Solving	Technical

Initial meetings with prospective and new employers to the region enables LWIA 1 to identify the needs of employers and bring all the partners to the table in an effort to not only identify new employees, but to arrange for training programs that will serve to provide job seekers with the skill sets necessary for specific jobs.

The goal of the LWIA 1 workforce system is to provide a combination of employability skills and training services that lead to a recognition by employers that provides individuals with additional skills or competencies generally recognized by employers in targeted demand occupations based on local labor

market information and guidelines. Job seekers must be determined through interview, evaluation, or other assessment methods to be in need of training and scholarship services and have the skills and qualifications to successfully participate in the selected program of training. Participants must have taken advantage of core and intensive services, and be unable to obtain or retain employment leading to self-sufficiency in order to be considered for WIA job readiness and training services. Scholarship training services will be provided as outlined in the WIA regulations to eligible Adults and Dislocated Workers through the use of the defined Individual Training Account system (ITA) system with the exception of:

- On-the-job training (OJT) or customized training
- Programs procured when it is determined that there is an insufficient number of providers in the area to accomplish the purposes of ITAs
- When it is determined that there are qualified, effective community-based or private organizations serving special populations with multiple barriers to employment (Should these services be needed, NETWIB developed criteria is to be used in determining demonstrated effectiveness which may include financial stability, demonstrated performance, relationship to the NETWIB strategies, and address employment of populations facing multiple barriers in categories defined by WIA and other hard-to-serve populations defined by the Governor.)

The ultimate goal of occupational and technical training is the gaining of necessary skills to obtain and retain a job that leads to the customer's ability to become self-sufficient. These services are provided through training vendors evaluated and approved for placement on the approved Eligible Training Providers List (ETPL).

All training scholarship participants must require assistance beyond that made available through any other financial assistance or grant award. WIA funds are leveraged with Pell Grant or other federal financial assistance. Scholarship assistance is limited to training that will lead to full-time employment in a demand occupation. Core and intensive services will continue as needed for the duration of participation as deemed appropriate.

The NETWIB makes the final determination on time limits and funding amounts per ITA. Prior to issuance of an ITA, each participant will receive an initial assessment, research local demand occupations and training opportunities, receive occupational and career counseling, and develop an Individual Employment Plan (IEP). The local ITA system meets all federal and state requirements under which eligible customers may be issued a training voucher for redemption for training in conjunction with the LWIA 1 ETPL. Components represent general procedures

used in coordinating customer choice, labor market demands, and WIA guidelines as defined in section 134 (d)(4)(A) of the Act. Funds expended on a training program, whether that amount meets the maximum amount set by the NETWIB or not, will be determined as fulfilling the training agreement for the training customer. All training activities will be provided at sites that are accessible to individuals with disabilities as directed by the Americans with Disabilities Act (ADA). The NETWIB, in coordination with the State, provides the final assessment and determination of eligible providers in accordance with appropriate regulations

AB&T provides the ACT's National Career Readiness Certificate (NCRC) testing for residents in the Northeast TN counties of Sullivan, Washington, Carter, Unicoi and Johnson. The NCRC is a portable credential that demonstrates achievement and a level of workplace employability skills in Applied Mathematics, Locating Information, and Reading for Information. In addition, the NCRC Plus has been given to and is available for Out of School Youth Programs including YouthBuild and Work Experience participants.

The NCRC tests individuals in three WorkKeys® assessments: Applied Mathematics, Locating Information and Reading for Information which is the measurement of "real world" skills that employers believe are critical to job success. Test questions are based on situations in the everyday world of work. AB&T sets up accounts and provides the CR101/Keytrain practice software for the NCRC to all individuals who request a referral through the Northeast AJC system. Online and weekly "hands on" classes are provided at the AJC for a one-on-one assistance with CR101/KeyTrain. The computer lab class is available to the public and is open-ending, self-paced training.

Employers that are using AB&T's NCRC services as a pre-hire assessment for entry level positions include Eastman Chemical, AGC, Robinette Bag, Inc. and Domtar.

LWIA 1 will coordinate local Rapid Response activities through a comprehensive and collaborative effort to provide high-quality, timely, consistent and innovative approaches. Rapid Response in LWIA 1 will utilize a pro-active approach to planning for and managing economic transition through:

- Strategic planning, data gathering and data analysis designed to anticipate, prepare for and manage economic transition
- Knowledge of the local, regional, and national labor market trends and economic forecasts and possess knowledge of local workforce assets and needs

- Ongoing relationship building with employers, partners, networks, and other community stakeholders
- Planning for and responding to layoffs, minimizing their impacts wherever possible

LWIA 1 will have a single point of contact that will coordinate Rapid Response activities as a designated Rapid Response Coordinator (RRC) who will work closely with the State Dislocated Work Unit (DWU). Rapid Response activities will be initiated when the State DWU or the local RRC becomes aware of an impending layoff or closure. The RRC is responsible for making immediate contact with the employer to offer services to the company and the employees.

In order to ensure coordination with the UI and Wagner Peyser systems, the RRC immediately communicates with the NTCC NTCCC and appropriate front line staff. Designated staff from the LWIA 1 AJC may also participate in pre-layoff meetings with the company's top management, human resource personnel and Rapid Response team members. Employee representation is encouraged to assist in the streamlining of services. Other team members may be added based on the needs of the employer and dislocated workers, such as Adult Education or AFL CIO representatives.

Mass meetings are held on-site, whenever possible, and provide both verbal and written information about available services. Rapid Response Transition Assistance Committees or Workforce Adjustment Committees, consisting of equal representation from employer and employees as well as the community, as appropriate, are put into place ensure that the lines of mutual communication are open.

Needs surveys completed by the affected workers in a specific company help to pinpoint the precise needs of the dislocated workers. This allows the Rapid Response team to coordinate with the local AJC to design services that best meet the needs of both the dislocated workers and area employers looking for skilled workers

Layoff aversion and early intervention strategies may be utilized to help retain or save jobs, extend the range of relationships with other programs and community organizations or other helpful entities. Incumbent worker training may be considered as a part of a layoff aversion strategy in coordination with the State DWU.

Competitive proposals shall be solicited in conformance with WIA rules and regulations and with established guidelines of the LWIA Administrative Entity. The design for the AB&T procurement and competitive bid process is outlined below.

1. Review Strategic Plan and define program objectives

2. Solicitation: Using bidder's list, advertising methodology, and local procurement procedures, issue RFP
3. Bid Opening: After closing deadline for RFP, open and log proposals
4. Review proposals using evaluation process and criteria in RFP
5. Make contract award recommendation to the WIB.
6. Issue notification of contract award
7. Complete program / contract evaluation process

The proposal evaluation and contract award process is described herein. A group of individuals representing the functional areas of LWIA 1 may be named as a team for the evaluation of all proposals received in response to an RFP. Individual members of the WIB may be included. Proposal reviews may be done individually or as a group; however, the same evaluation sheet should be completed by each individual with results compiled to present a cumulative score to the WIB at the time of contract award recommendation.

The evaluation process used is objective, using quantifiable factors relating to the review criteria for each RFP. At a minimum, the following areas should be reviewed.

1. Demonstrated performance (previous performance on contracts, including monitoring reports)
2. Proposed budget (in order to determine cost reasonableness)
3. Organizational structure (the proposer's ability to perform the program design as outlined)
4. Staff qualifications (adherence to job descriptions in the RFP or the designated staff's ability to carry out the program)
5. Adherence to other RFP requirements (did the proposal include all other required information)

Based on the score and cost reasonableness of the proposal, a recommendation for contract award should be prepared for the NETWIB. If the lowest cost bidder is not being recommended, written justification should be included in the recommendation (high risk bidder, lack of program experience, etc.)

The actual contract award is the decision of the NETWIB. The NETWIB may concur with the recommendation, choose another proposal based on information in the review summary, or cancel the RFP entirely. In the event that the WIB makes an award which is different from the recommendation, justification should be documented. Each action of the WIB regarding contract awards is specifically documented in the minutes of that meeting. The minutes indicate the name of the contractor, the amount of the award, the title of the program and the funding source. All documentation is retained for compliance review purposes. Further, the potential for conflict of interest in this process is addressed by the public acknowledgement and any such conflict,

whether real or perceived, is acknowledged through abstention from the vote in the NETWIB proceedings.

Evaluation of each proposal includes cost and price analysis. Cost/pricing information should demonstrate an understanding of the program needs and a commitment to the needed resources to do that work. Cost analysis must include the review and evaluation of 1) the supporting data submitted by the proposer; 2) the line item costs; and 3) the factors considered in projecting the cost to perform the specified work. After costs are identified, the evaluator must determine the allowability of costs taking into consideration the necessity, reasonableness, allocability, and terms of the contract.

LWIA 1 must use WIA Regulations and Policies and the OMB Cost Principles in its own operations, sub-agreements and other procurements.

AB&T, in consortium with AJCs, are the providers of core and intensive services for adults, dislocated workers and older youth. The specific types and levels of WIA Title I adult and dislocated workers services delivered are defined in the RSA/MOU. Individual MOUs are negotiated between each required partner and the NETWIB. The NETWIB determines the method for delegating or procuring additional core and/or intensive services not provided by the AJCs or operator(s) through assignment or competitive bid.

As prescribed in the WIA, training services for adults and dislocated workers are made available to eligible participants via an ITA system. An LWIA 1 ITA system has been established that meets all federal and state requirements, under which eligible customers may be issued a voucher for redemption for training/scholarship through the ETPL as approved by the NETWIB. The LWIA 1 ITA process is monitored annually by the TDOLWD PAR.

Under the direction of the Youth Council and NETWIB in LWIA 1, appropriate youth activities will be procured through competitive processes and will be in full compliance with applicable federal requirements and State guidance. The NETWIB may also choose to competitively bid training activities designed to serve special populations when it is in the interest of the Board to do so.

Potential training providers are afforded an opportunity to submit applications in accordance with TDOLWD ETPL procedures. Information collected is also gathered by the LWIA to be combined in an annual training report card as a part of the continuous improvement process.

To remain eligible to receive WIA funds, a provider must submit verifiable program-specific performance information on all WIA individuals participating in each individual training offering consisting of:

- Training program completion rates
- Placement rates in area of training
- Entry wage data
- % of individuals placed in unsubsidized employment
- Rate of retention
- Average earnings for six month period
- Program cost information

A training provider must deliver results and provide accurate information in order to retain its status as a provider. To ensure that providers deliver quality training services and maintain high standards of performance, programs will undergo regular monitoring to verify the number of enrollees, training completions and rates of placement. The NETWIB oversees this process and has established policies covering violations of WIA provisions or regulations including a provider appeal process.

LWIA 1 follows the mandate to competitively procure youth service providers that are best suited to deliver comprehensive services to youth with significant barriers to employment. The local area partners with subcontractors in the community to ensure that quality services are provided to youth with significant barriers to employment. Partner agencies provide the elements of supportive services, follow-up services and paid/unpaid work experience for youth programs. By including these elements in the design framework of the WIA Youth Program, LWIA 1 is able to provide greater continuity of service for youth and to enhance their case management process.

In collaboration with partners, strategies are in place to provide initial intake, objective assessment, case management, and individual service strategies and eligibility assessment. Youth are assessed using standardized evaluation tools to identify deficiencies in basic occupational and work readiness skills, to establish goals for required WIA skill attainment performance measures. These assessments focus on education and employment.

Individual service strategies are completed during the assessment phase to include a customized competency-based strategy plan to include short- and long-term training and employment goals. The plans are regularly reviewed and updated by case managers to ensure that youth participants are on track to meet their stated goals and to ensure that, as they progress throughout their plan, referrals to appropriate resources are provided to ensure that a progressive, comprehensive approach to goal achievement.

LWIA 1 also partners with Job Corps in developing youth service strategies. These strategies include referrals made between providers of youth services and co-enrollments between WIA and the Job Corps program. The LWIA works with the local Job Corps

and business and community representatives to provide a comprehensive network of work experience and job development opportunities to youth.

By aligning the immediate needs of the youth population through these collaborative efforts with public and private resources, youth shall have the opportunity to gain education and workforce skills they need to be successful in the workplace. This will advance the development and lay the foundation for preparing Tennessee's workforce for today and in the future.

The local area has an active Youth Council that provides the guidance and oversight to make sure the needs of youth are being met.

The NETWIB will adhere to criteria for determination of limited funds which complies with § 133 (b)(2)(A) of the Workforce Investment Act, 20 CFR 663.600 of the WIA regulations, as well as requirements of the Strategic Plan of the Tennessee Department of Labor and Workforce Development.

Further, the NETWIB has established a priority resource deployment statement which complies with 20 CFR 663.600 and § 133 (b)(2)(A), in accordance with, but not limited to, the following considerations:

- a. Focus on targeted, demand occupations
- b. Focus on economic conditions, labor market analysis, skill requirements and identified skill gaps, employer requirements for innovation
- c. Not limited to a specific "eligible" demographic, but may be applied if appropriate, especially for long term unemployed individuals
- d. May focus on enhancing services targeted toward promoting self sufficiency among low income individuals, recipients of public assistance, and other target population segments
- e. Maximum leveraging of all resources, including non-WIA
- f. Other criteria deemed appropriate according to current and/or emerging LWIA 1 workforce and employment challenges

The NETWIB Planning Committee and the NETWIB will ensure that Priority of Service AJC service policies in LWIA 1 ensure those Veterans and their eligible spouses are provided a wide range of employment and training services. Implementation activities will guarantee that:

- Veterans and eligible spouses are informed of their entitlement to priority of service
- The full array of employment, training, and placement services are available under the Priority of Services
- Any applicable eligibility requirements for programs and services

All AJC sites will give priority of service to eligible veterans. LWIA 1 supports the State's strategic vision to give priority of services to covered persons, veterans and eligible spouses of veterans as outlined in WIA Memorandum #09-44. There are several useful e-tools to assist veterans and eligible spouses. These include the O*NET and OccuBrowse+ military credential transition.

Staff at all levels are trained to understand the priority of services laws and regulations for covered person, Veterans and eligible spouses. Points of entry can include reception and resource areas, web sites, self-service activities, and informational materials.

Wagner-Peyser (W/P) and WIA both have staff who are assigned to specific populations that include covered person, Veterans and their eligible spouses. These staff serve as the trainers for AJC staff that provide core, intensive, and training services, business service units, virtual services, including websites as well as staff involved in outreach.

The Jobs for Veterans Act (Public Law 107–288) made a number of amendments to encourage Veterans and other “covered persons” access to services within an integrated one-stop service delivery system. The DVOP participates in the Disability Employment Access Network and participates in the Integrated Resource Team to increase individualized services for Veterans with disabilities and their family members.

While the law requires that individuals receiving priority must first meet the program eligibility requirements, eligible veterans will be granted priority for each of the services for which they qualify. These services include the interviewing process, access to job search tools such as internet and resume writing programs, case management, testing, counseling, referral to employment and training opportunities and all other services offered as a matter of course in the daily operations of the public labor exchange. These are the responsibility of all local office staff members.

LWIA 1 uses a variety of methods to determine short-term and long-term key customer requirements and expectations including regular meetings with customers, customer surveys, e-mail contact, customer visits, brochures, mailers, suggestion boxes, one-on-one interviews, and follow up procedures. Employer's customer requirements and expectations are also learned by business forums, focus groups, and research and evaluation of current labor market trends. Constant evaluation is necessary because customer groups and their needs constantly change.

To emphasize the importance of the coordination and collaboration of partner services, the Career Center Consortium ensures that local supervisors and front line staff, in the form of the Coordination Team made

up of all partner managers, are responsible for designing the scope of services for each partner's respective services. The NTCC NTCCC is responsible for ensuring that individual staff is adequately trained not only in AJC issues but also concerning other available outside services and resources. Representatives of partners in the AJC network serve on the NETWIB which has a subcommittee structure that facilitates the oversight of different program areas.

The AJC system is designed to be a flexible, integrated and high performance network facilitating quick responses to the changing labor market needs within five counties. Real-time, sector analysis of the LWIA 1 labor market is ongoing. This analysis involves utilizing information from JOBS4TN, EMSI, and focus groups of ad hoc employers and job seekers.

LWIA 1 focuses on the projected employment and industry growth and declines in context with “on the ground” information provided by regional employers and labor market analysts, including TN ECD officials. Based on available projections as well as current labor market activity in LWIA 1, the NETWIB defines the following as industry sector targets:

- Manufacturing
- Transportation, Distribution & Logistics
- Aerospace & Defense
- Chemicals, Plastics & Rubber
- Energy Technology
- Business Services

Advanced **Manufacturing** is “a family of activities that (a) depend on the use and coordination of information, automation, computation, software, sensing, and networking, and/or (b) make use of cutting edge materials and emerging capabilities enabled by the physical and biological sciences, for example nanotechnology, chemistry, and biology. This involves both new ways to manufacture existing products, and especially the manufacture of new products emerging from new advanced technologies.” Advanced Manufacturing is not limited to emerging technologies. It is also composed of efficient, productive, highly integrated, tightly controlled processes across a spectrum of globally competitive U.S. manufacturers and suppliers.

Transportation, Distribution, and Logistics: The largest industry sector in this group is wholesale trade. Durable goods wholesalers sell and distribute include products such as automobiles and parts, construction materials, furniture, commercial and industrial equipment including computers and medical equipment, and household appliances and electronics. Nondurable goods wholesalers sell and distribute include products such as paper, medicines and supplies for drug stores, clothing, groceries, chemicals, petroleum, and beverages. The

transportation sectors include air, railroads, water, and trucking. Also included are companies selling products and books online and maintaining large associated warehouse operations. Some related demand clusters to support wholesale, transportation, and warehousing operations include the following: Communications Development, Accounting and Administrative Support, Administrative and Information Support, Pharmacy Assisting, Electrical and Electronic Equipment Repairers, Selling and Sales Management, Channel Management, Diesel Technology, and Truck, Bus, Rail, Water Transportation, and Heavy Equipment Operation.

Aerospace and Defense: The ECD industries included in this sector are the manufacture of (1) aircraft, missiles, space vehicles, parts, their prototypes and rebuilding; (2) navigation and guidance systems and instruments such as aircraft instruments (except engine), flight recorders, navigational instruments and systems, radar systems and equipment, and sonar systems and equipment; (3) military armed vehicles and components; and (4) guns and ammunition. Some of the larger occupations in this sector and clusters in which they are found include Team Assemblers, Machinists, and Computer Controlled Machine Tool Operators (Precision Production Pathway), Computer Systems Analysts (Web/Multimedia Management, Programming), and Cost Estimators (Technical Design and Preconstruction). Other important clusters are Industrial Engineering, Science Technologies, and Production Operations and Maintenance.

Chemicals, Plastics, and Rubber: Chemical Manufacturing includes basic chemicals and other products such as synthetic fibers, pesticides, fertilizer, pharmaceuticals, paint, coatings, and soap. The following are included in the Plastics and Rubber Manufacturing Industry: plastics packaging materials and pipe, polystyrene foam, urethane and other foam products, plastic bottles, tires, rubber, plastics hoses, and belting. Some associated demand occupational clusters in this sector include Precision Production, Production Operations and Maintenance, Web/Multimedia Management, Programming, and Selling and Sales Management. In addition, there are large numbers of heavy tractor-trailer truck drivers-in Truck, Bus, Rail, Water Transportation, and Heavy Equipment Operation. A number of jobs such as mixing and blending machine setters and operators are production jobs which require moderate skills and for which there are currently no institutional training available in the state.

Energy Technology: This ECD sector encompasses the production and transmission of energy (electricity, gas, and petroleum), the manufacture of equipment used to produce, measure, store, or conserve energy (heaters and air conditioners, turbines, batteries, and

related controls and instruments), and the manufacture of electrical equipment and components. Based on the identified industries by ECD, the following clusters indicate demand in this sector: Electrical -power line installers and repairers as well as electricians-sheet metal workers, utility customer service representatives, and meter readers. The demand for professional workers is within the Business Analysis, Industrial Engineering, and Web/Multimedia and Programming clusters, as well as sales managers. With the manufacturing focus central to this cluster, Precision Production and Production Operations and Maintenance occupations are important to the success of this sector.

Business Services (HQs, Data Centers, Call Centers): This area focuses on information technology and scientific research companies, corporate and regional headquarters, telemarketing and call centers, and other types of business service centers, excluding temporary help services. The demand occupational clusters in this sector include the following: Accounting, Accounting Administrative Support, Financial Managers, Web/Multimedia Management and Programming, Construction Trades and Maintenance Workers, Electricians, Plumbers, Human Resources and Office and Administrative Support Workers. Corporate headquarters will employ a variety of individuals in the Business, Finance, and Information Technology clusters. Other types of workers in demand will depend on the core business of each headquarters, such as food service (Restaurants and Food and Beverage Services), insurance (Banking and Finance), healthcare services (Practical Nurse-LPN, or call centers (Customer Service Representatives-Communications Development). Unemployed workers can be expected to vie for opportunities in accounting support, the construction trades, and office and accounting administrative support.

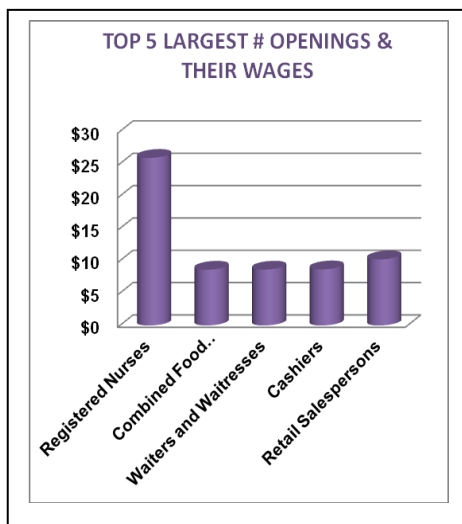
While the Governor's sector strategies align statewide, each LWIA must compile information and conduct a comprehensive analysis to further define industries in the local areas that are most critical to their economic growth based on labor market information as well as the information solicited directly from local employers. This must be an ongoing effort, as industry and needs may change quickly. Therefore, LWIA's must perform effective industry analysis in order to put policies in place that invests training funds in both the statewide and local targeted industries. The local area utilizes multiple tools, including EMSI, JOBS4TN, real time labor market surveys, focus groups, etc. which offer real-time information on open positions in local companies and realistic short and long-term projections.

LWIA 1 has a variety of industries, mainly in the manufacturing sector, that helps drive its economy. These industries serve as primary engines for growth and stability in the region. The chart below identifies

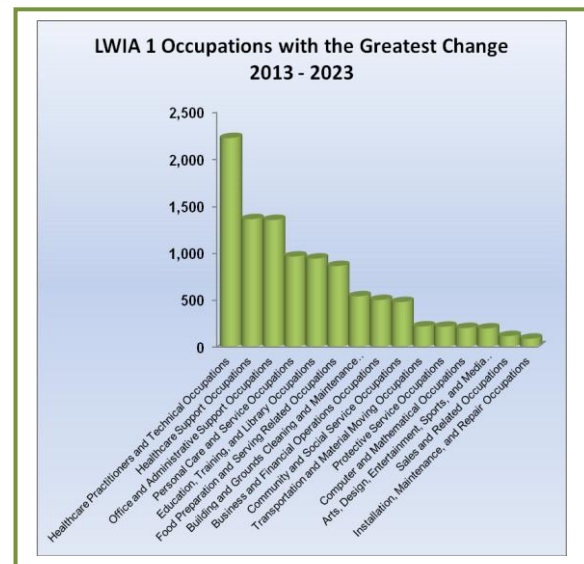
some of the major industries in LWIA 1 that are projected to have a high percentage job change and which have a high Location Quotient. A location quotient is a measure of regional concentration of an industry.

NAICS Code	Description	2013 - 2023 Projected Job % Change	2013 State Location Quotient
333295	Semiconductor Machinery Manufacturing	183%	18.80
333314	Optical Instrument and Lens Manufacturing	58%	18.80
335911	Storage Battery Manufacturing	1%	10.48
339943	Marking Device Manufacturing	60%	8.86
334419	Other Electronic Component Manufacturing	70%	8.61
522298	All Other Nondepository Credit Intermediation	1%	8.47
335228	Other Major Household Appliance Manufacturing	16%	7.99
333515	Cutting Tool and Machine Tool Accessory Manufacturing	46%	7.21
323112	Commercial Flexographic Printing	60%	6.51
339112	Surgical and Medical Instrument Manufacturing	23%	6.07
332111	Iron and Steel Forging	41%	5.10
331316	Aluminum Extruded Product Manufacturing	15%	5.05
332991	Ball and Roller Bearing Manufacturing	61%	4.90
333911	Pump and Pumping Equipment Manufacturing	66%	4.79
561440	Collection Agencies	71%	3.84

In looking at the top 5 largest number of positions openings, it is very apparent that there is a large discrepancy in the wage range. Only one of the top 5 openings required post-secondary training. The chart below also shows the lower pay range tied to lower educational requirements.



The following chart shows a 10-year projection of occupations in LWIA 1 that will have the greatest change in overall numbers in employment.



To link WIA services to economic development, LWIA 1 representatives meet with regional economic development organizations to assist new or expanding business/industry in recruitment, assessment, training, hiring, retention and follow up to ensure that employers' needs are being met throughout their human resource cycle. The AJC's NTCCC participates in training with SHRM and related HR organizations to ensure real time data validity.

The NETWIB will enhance its focus on a regional approach to workforce development through:

- Participation in regional initiatives sponsored by partner entities, e.g., First Tennessee Development District, Five State Economic Development Partnership, Regional Chambers of Commerce/Chamber coalitions, and all of the area's Economic Development Partnerships
- Continue participation in regional initiatives with LWIA's 2, 3, 4 and 5
- In addition, for FY 2015, the NETWIB will conduct a regional strategic planning initiative.

NETWIB's actions to further expand its regional economic partnerships consist of:

1. Revitalizing regional efforts to link with Southwest Virginia and Western North Carolina workforce areas
2. Direct allocation of training dollars to enroll SW VA and WNC residents into high growth training

- programs, i.e., nursing and manufacturing to ensure that regional labor market needs are met
- 3. Collaborate with regional economic development organizations in the collection and analysis of labor market information
- 4. Continue collaboration with economic development organizations in the recruitment of new business, as well as support of existing business expansion

Partnering with the First Tennessee Development District, TnACHE, and the Southeast Education, Inc. the Northeast Tennessee Workforce Investment Board (NETWIB) organized a community discussion with regional leaders in business, education, workforce development and economic development to identify ways to enhance collaboration in the 8 county region of Northeast Tennessee.

The NETWIB has conducted two regional forums to address challenges facing the local area resulting from the impact of globalization. Although the region has experienced job loss through off-shoring, LWIA 1 has benefited from net foreign direct investment and the expansion of existing business.

The local area Tennessee Re-entry Collaborative (TREC) partnership is working to create a seamless continuum of workforce development services for ex-offenders. The Tennessee Department of Corrections has provided local partners with training on transition interventions for the offender population. Training included workforce development for individuals with criminal records and assisting these individuals with employment readiness services. Training objectives also included promotion of collaborations that result in increased positive offender employment outcomes. The Federal Bonding Program is a hiring incentive that guarantees employers the honesty of at-risk job seekers. Federal financing of Fidelity Bond insurance, issued free-of-charge to employers, enables the delivery of bonding services as a unique job placement tool to assist ex-offenders and other at-risk/hard-to-place job applicants including, but not limited to:

- Ex-offenders.
- Recovering substance abusers (alcohol or drugs).
- Welfare recipients and other persons having poor financial credit.
- Economically disadvantaged youth and adults who lack a work history.
- Individuals dishonorably discharged from the military.

The Federal Bonding Program provides fidelity bonding to employers, in increments of \$5,000, for the first six months of employment for the hard-to-place job applicants.

LWIA 1 partners with community agencies to provide outreach to the homeless population. Appalachian

Coalition on Homelessness (ARCH) is the local partner organization for support for homelessness. ARCH coordinates and empowers the efforts of diverse charities, civic organizations and public institutions working to improve the homeless situation in the region. Partners leverage community resources to provide a variety of support services to homeless individuals and families in an effort to move them to self-sufficiency.

AB&T's Disability Employment Initiative (DEI) Program is jointly funded and administered by the U.S. Department of Labor's Employment and Training Administration (DOLETA) and the Office of Disability Employment Policy (ODEP). This program is designed to serve individuals with disabilities who are unemployed, underemployed, and/or receiving Social Security disability benefits in Carter, Johnson, Sullivan, Unicoi, and Washington counties. It provides the following:

- 1) Improved education, training, and employment opportunities and outcomes for individuals with disabilities.
- 2) A bridge between American Job Center staff, private and public partners, and the disability community.
- 3) Employability assistance services to beneficiaries, ages 18-64 years old, of the Social Security Administration's (SSA) Ticket to Work Program (TtW).
- 4) Individualized services including, but not limited to, career interest and aptitude assessments, resume development, interviewing skills, job search assistance, employer outreach for job placement, customized employment coordination, and additional job readiness training.

The DEI staff members are active members of the Northeast Tennessee Diversity in Employment Consortium (NETDEC). Through this Consortium, the DEI staff has the opportunity to coordinate events to promote employment of individuals with disabilities, and to network with area employers, partners, and potential DEI program participants. Also through the NETDEC agency partnerships, DEI staff has been involved in preparation, planning, coordination, and facilitation of the National Disability Employment Awareness Month (DEAM) event for October 2013.

On October 29, 2013, the LWIA 1's DEI program was a gold sponsor of the DEAM event that took place at the Eastman Employee Center in Kingsport, TN. The event featured keynote speaker, Michael Hingson, an international motivational speaker and New York Times bestselling author. He discussed his experiences of being blind and his escape from the 78th floor of Tower One at the World Trade Center. DEI staff highlighted a LWIA 1 DEI participant at the event for employment accomplishments. Participant and his employer were both presented with employee and employer awards.

In January 2014, DEI staff and NETDEC partners began formal meetings to collaborate on the planning and coordination of the Walgreen's Retail Employees with Disabilities (REDI) training program in the LWIA 1 area. This program will help prepare people with disabilities to be qualified candidates for positions in Walgreen's stores, as well as in any business that requires similar retail or customer service skills. Once the Letter of Agreement is completed through the Division of Rehabilitation Services (DRS), DEI staff and NETDEC partners will proceed with recruiting potential REDI program participants and program implementation.

The DEI program also places a strong emphasis on the fostering and maintaining of community partnerships. In order to best serve DEI participants, the DEI program staff is committed to collaborating with agencies housed within the Centers, as well as community agencies located outside of the Career Center setting. These agencies include, but are not limited to the following: Division of Rehabilitation Services (DRS), Jacob's Creek Job Corps, Adult Education, Department of Corrections, Department of Human Services, TDOLWD, NSCC, TCAT, UT's Corporate Connections/CLEE, Youth Build, ARCH, the Tennessee Disability Coalition, and the Disability Law and Advocacy Center (DLAC). Through these partnerships and the braiding and blending of funds, DEI program participants receive optimal service provisions from all relevant providers, ensuring each participant's individual needs are met. In August 2013, DEI staff and NETDEC partners met with a new community resource for individuals with disabilities located in Johnson City, TN-The Disability Resource Center (Independent Living Services).

The DEI program staff is committed to participating in Veterans' Outreach initiatives. The DEI staff has attended job fairs, facilitated workshops, and partnered with the Veterans Affairs Medical Center to provide DEI and Ticket to Work program information to Veterans in the LWIA1 service area. On September 26, 2013, the DEI staff coordinated and conducted a Veteran's Pre-Fair Seminar in conjunction with TDOLWD's Veterans Representatives. The purpose was to assist veterans with resume and interviewing preparation for the Paychecks for Patriots Job Fair. DEI staff participated in the Paychecks for Patriots Job Fair on October 17, 2013 with a display table and DEI program materials. At the job fair, DEI staff was able to connect with area employers as well as meet potential DEI program participants. DEI staff also participated in the following Veteran's Outreach Events with a display table and DEI program materials.

In August 2013, staff attended local Wal Mart outreach events and the Kingsport Center for Higher Education Veterans Outreach Event which consisted of panel discussion from various community resources that can provide an array of services to

veterans. On September 24, 2013, staff attended the Veterans Outreach Job Fair at the Carver Recreation Center in Johnson City, TN. On October 11, 2013, staff attended the Veterans Stand Down Event in Johnson City, TN. Participation in these events enabled DEI staff to form new employer and community partner relationships and to connect with individuals with disabilities in need of program services.

For potential participant and employer outreach, DEI staff also participated in the Northeast State Community College Regional Center for Advanced Manufacturing Career Fair in Kingsport, TN on October 24, 2013. The DEI program can provide financial assistance to individuals with disabilities who are currently attending or desire to attend occupational skills training. This job fair at the college campus provided an opportunity to outreach to current or potential students in need of this assistance or intensive job searching services.

DEI staff is currently collaborating with Northeast State Community College's Center for Students with Disabilities to increase the referrals for DEI program services. By fostering and maintaining this partnership, DEI staff can provide services to individuals with disabilities in need of financial assistance to attend occupational skills training and/or post training job readiness/job searching services.

DEI staff attended the State Workforce Development Board meeting on December 6, 2013 in Nashville, TN. LWIA 1 Disability Resource Coordinator (DRC) participated in a panel presentation along with the four other Round 2 Disability Resource Coordinators and the Director, TDOLWD Policy and Special Projects. The purpose was to provide an update on the DEI program and to review the five components of the DEI program and their importance. LWIA 1 DRC presented information about the Customized Employment component.

On November 8, 2013, DEI staff along with local partners and employers participated in a Johnson City, TN meeting with Senator Alexander. DEI program outcomes as well as participants' participation and progress in the program were presented.

Social media is reshaping the job search landscape. Employers are increasingly turning to social media tools to help them recruit qualified job applicant. If job search is about going where the jobs are, then this means that today's job seekers need to be on-line and proficient in using key social media tools in their job search.

Since many job seekers lack the skills to effectively use social media in their job search, AJC staff needs to provide support and training to ensure job seekers are prepared. AJC staff must be able to use these tools themselves so they are able to identify job

opportunities and help job seekers connect to this "hidden" job market.

As employers are increasingly using online tools to recruit and hire candidates, it becomes ever more critical for AJC staff to develop the skills and knowledge necessary to support job seekers in their use. While résumés and cover letters are staples in the job search process, social media offers such great value to employers in the talent recruitment process that it is becoming a growing phenomenon. Social media tools are fast becoming critical to the 21st century job search process.

LWIA 1 AJC Consortium will be responsible for coordinating training for all AJC staff to ensure that staff remain knowledgeable and can apply these skills in today's job market. The Business Services Unit will assume the responsibility for the media accounts, to include at least the AJC webpage, Facebook, Linked In, and Twitter, under the direction of the Consortium.

LWIA 1 uses a variety of methods to determine short-term and long-term key customer requirements and expectations including regular meetings with customers. Each customer that visits a local AJC completes a needs survey to determine the best method to be utilized to assist the customer. In addition, customer surveys, e-mail contact, customer visits, brochures, mailers, suggestion boxes, one-on-one interviews, and follow up procedures are utilized to determine customer and employer satisfaction. The results are compiled monthly and evaluated by the management team to determine service strategies. Employer's customer requirements and expectations are also learned by business forums, focus groups, and research and evaluation of current labor market trends. Constant evaluation is necessary because customer groups and their needs constantly change.

To emphasize the importance of the coordination and collaboration of partner services, the AJC Consortium ensures that local supervisors and front line staff, in the form of the Coordination Team made up of all partner managers, are responsible for designing the scope of services for each partner's respective services AJC. Partner managers are responsible for ensuring that individual staff is adequately trained not only in Career Center issues but also issues concerning other available outside services and resources. Representatives of partners in the Center serve on the NETWIB which has a subcommittee structure that facilitates the oversight of different program areas.

IV. Measurement, Analysis, and Knowledge Management

The AJC uses a variety of methods to determine short-term and long-term key customer requirements and expectations. The methods include regular meetings with customers, customer surveys, e-mail

contact, customer visits, brochures, mailers, suggestion boxes, one-on-one interviews, interviewing, and follow up procedures. Employer's customer requirements and expectations are also determined through business forums, focus groups, and research and evaluation of current labor market trends. Constant evaluation is necessary because customer groups and their needs constantly change. The results are compiled monthly and evaluated by the management team to determine service strategies.

LWIA 1 AJC assists in determining customer expectations and requirements. These sites provide advanced educational training, job search assistance including job orders, internet access, and workshops in computer and pre-employment skills. Trained staff counsel and provide assessment and testing, information on training programs and available employment. Customer feedback is instrumental to the program's success and continued funding opportunities. Follow-up staff is in continual contact with customers after employment is obtained to ensure success in employment. Suggestions, complaints, and praise are noted and evaluated for performance improvement and program updates and modifications. Customer feedback is also utilized to improve services, create convenience, improve delivery systems and identify employee training and process performance needs. Service features are modified, corrected, or improved to better meet customer needs.

The listening and learning methods are kept current with business needs and directions by utilization of in-house and third-party surveys, focus groups, hands-on evaluations, course and program (point of service) surveys, and business advisory groups.

Communication between our agency and customers must remain of paramount importance. Listening to their concerns is a key element in reviewing objectives and changes to make, the progress of training or job search, and obtaining feedback information to improve the program. A variety of indirect inputs offer additional perspectives on the needs of current and potential customers. In addition, the LWIA 1 Coordination Team conducts ongoing in service training to staff and a quarterly update meeting is held in each AJC to ensure all staff is current on program initiatives and service changes.

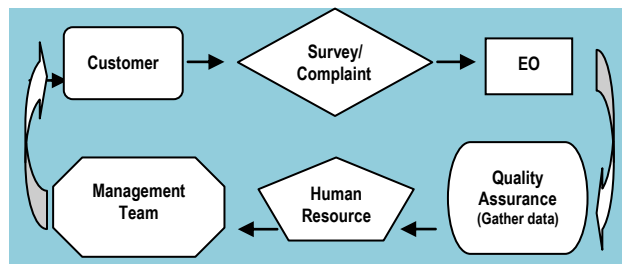
The AJC customer-focused platform structure provides an efficient vehicle for generating repeat business and positive referral. The AJC establishes and maintains ongoing relationships with local industries by involving them in the development of new programs including them in ad hoc committees and encouraging active participation and contribution in these committees. Relationships are developed by actively pursuing partnerships with educational institutions, community organizations, Chambers of

Commerce, and employer focus groups. Partnering with these agencies provides a virtually seamless delivery of services through development of strong alliances. As a result of these relationships, many customers have been acquired. Word of mouth from customers assists in facilitating the renewal of a new pool of customers. Maintaining personal contact with customers (old and new) results in confidence in the system and its services. The dissemination of information results in repeat business and the spread of positive information about services.

The AJC uses numerous methods to keep customers informed and allow them opportunities to seek assistance, provide feedback, or offer suggestions. Feedback received contributes valuable information for service development and improvement. Insights into changing customer requirements and knowledge of societal and environmental trends are the starting points for service and process innovations. Accessibility to staff, information, and materials is a key component in increasing the level of customer loyalty. The key access mechanisms for customers are personal one-on-one consultation with staff, surveys, letters, e-mails, telephone, and a formal follow-up process.

Complaints may be registered verbally to staff through one-on-one contact, monthly contacts or follow-up contacts, anonymously in suggestion boxes placed in strategic sites in each center, or through customer satisfaction surveys. The complaints are forwarded to the appropriate management staff to handle in an effective manner, usually within 24 hours. Follow-up includes personal contact by management staff and appropriate corrective action is taken.

Feedback Process



The approaches to customer access and relationships are kept current with business needs and directions through the Executive Oversight Committee meetings to review program results, feedback, and benchmarks. These meetings build relationships and focus on any changes in the customer's needs. Furthermore, relationships and access to information is kept current and active by the establishment of an Internet website with updated policies, training providers, information on each career center and governing boards, and e-mail addresses. Constantly researching current trends assists in maintaining a future forecast of needs and program directions.

The approaches to determining customer satisfaction and dissatisfaction are determined by personal contact, surveys, listening and responding to customer feedback, follow-up procedures and monitoring performance data. Survey instruments and measurement scales are used to ensure objectivity and validity during the processes of verifying customer satisfaction. The satisfaction measurement processes include analyzing key processes and services and defining performance and customer satisfaction standards for each. Survey instruments are updated periodically or as performance or new programs and services require. These methods provide valid and reliable feedback on customer expectations and on satisfaction with programs and services.

Prompt customer follow-up is obtained routinely through management reviews, Internet, or e-mails. Additional methods used to follow-up with customers, seek feedback, build relationships, and develop new ideas for programs and services are customer conferences, satisfaction surveys, follow-up telephone calls, and customer comment cards. Senior Leaders ensure that follow-up calls are made to customers when problems arise in order to verify that problems are resolved. With many programs and services, baseline customer service data and benchmarks, relative to competitors and industry, are predetermined and mandated. Survey instruments are modified periodically to stay abreast of changing customer satisfaction issues. Listening to customer's feedback and understanding the nature and reasons for both positive and negative experiences assists the AJC in planning and developing strategic and operational actions. Analyses of measuring techniques are critical to becoming more responsive to customers needs and in identifying new and creative ways to measure satisfaction.

For each AJC program within LWIA 1, many important facets determine the data and information to be collected. These include the following: the overall mission of the AJC; the needs of regional employers; the needs of job seekers; the types of services offered based on demand; regional economic indicators; and State and Federal guidelines. The information collected allows the AJCs to evaluate the performance of key processes, outputs and results as they relate to planned operational performance.

Within each AJC program, a team made up of management and staff collaboratively reviews data, information collected methods of collection and results. Each team continuously verifies the alignment of the types of data collected with the overall mission of the NETWIB and the AJCs. The AJCs use the strengths and opportunities identified in team meetings to identify areas for improvement in measurement systems. In an effort to facilitate the successful alignment of the types of data being

collected, Senior Leaders and the Local Workforce Investment Board meet regularly to review data and information. Suggestions for improvement are made. Staff is also given the opportunity to make suggestions regarding the types of data to be collected as they see changes in labor market demands and participant needs. These suggestions are reviewed by program teams and are often implemented into the collection of program data, ever mindful of the goal of improving organizational performance.

AJCs utilize comparative data, such as the performance of other LWIAs and programs to evaluate performance and target areas for improvement. Comparative data is selected based on its potential for benchmarking, level of compatibility of LWIA 1 measures, potential benefit to participant outcomes, and relevance to AJC's processes. Comparative data utilized within the AJCs includes but is not limited to average income level upon placement, persons served with disabilities, credential rate, entered employment rate, and employment retention rate.

The use of standards and benchmarks is also a fundamental part of some programs within the system and provides an opportunity for improvement as additional programs incorporate benchmarking into their performance measurements. Standards provide broad descriptions of expected training grant outcomes and benchmarks provide more specific comparative indicators of success.

Performance projections are based on continuous improvement and customer demands within the framework of each program. Long-term planning of performance is essential since continued resource allocations are tied directly to each program's performance. Shorter-term strategic performance is tracked and analyzed relative to individual staff, team, site, program, and measure on at least a monthly, quarterly and annual basis to ensure alignment and overall program success. Short-term measures are negotiated using historical and projection data and are based on improvement of previous year's standards. Performance is projected for "out years". Measures for the next planning cycle emphasize universal measurements across programs allowing for easier comparison data.

Data is collected for our local area through the following sources; 1) MIP—a specialized computer accounting system that tracks programmatic expenditures; 2) eCMATS—a statewide computerized case management activity tracking system; 3) AB&T Access Participant DataBase; 4) TDOLWD labor market databases and employment projection reports; 5) statistical analysis of training service providers reports and online informational websites; 6) WIA customer satisfaction reports, and; 7) USDOL labor market databases and employment project reports.

Sources one through six above provide AB&T with direct local participant, employer and area labor market information.

DolceVita (Department of Labor Consolidated Environment for Validation, Integration, Testing, and Analysis) can be used for data analysis as a result of collaborative work by TDOLWD, the University of Memphis, Sparks Bureau of Business and Economic Research, and the Applied Information Technology Center. A reporting system independent of federal software, DolceVita produces real-time, comprehensive reports that include all WIA participant records from the eCMATS databases. In general, labor market information contains unemployment rates, job creation data, and employment projections for the next ten years. Operational Data is received through center generated reports on a monthly basis and available for review and analysis each month.

The AJC system coordinates activities to avoid duplication by providing modules for common intake, case management, common data collection, and reporting. Emphasis will be placed on common intake, identification and proper coding, case management, documentation of services, data sharing, and reporting for all functional partners and programs.

As TDOLWD fully implements a new case management and reporting system, the local areas will have a new system that allows for a streamlined MIS that is consistent with collecting and reporting required information across funding streams. The VOS will assist all staff in determining eligibility, enrollment, case management, tracking service activities, assessing individuals, and ensure accuracy and validity of the data.

LWIA 1 defines, controls, and continuously improves key processes that enable the agency to design and deliver high quality employment and training services to meet current and future customer needs. Key requirements for each of the processes are identified through research and analysis of customer requirements. LWIA 1 serves a broad range of customers that include employers, both trained and untrained job seekers, employed workers who need additional skills to maintain a current job or to be able to advance in their current job, as well as at-risk high school students who need additional assistance to obtain their high school diploma and to prepare them for work or post secondary education. The NETWIB and the Partners track process measures and standards that link back to important outcome measures.

LWIA 1 partners determine key value creation processes by complying with all applicable State and Federal program purposes, goals, requirements, regulations and laws as well as local regulations, budget allocations, design of specific projects, and the target populations to be served. Value is enhanced through appropriate planning, organizational agility and efficiency, and partner coordination wherein the required number of customers to be served, as well as the anticipated needs of these customers are considered and effectively matched with the funding allocated to serve them. Value is also enhanced through extensive partner coordination and joint planning so that customers receive seamless services as determined by stakeholders and appropriate Governing Boards. Senior Leaders conduct an overview of local requirements and monthly, quarterly, and yearly performance and compliance data, as well as projected funding allocations.

During all implementation processes, an in-depth analysis of each customer's specific needs is weighed against the program requirements and budget limitations to provide the highest quality services within budgetary and regulatory guidelines. Local workforce systems are coordinated with a host of other available programs and services to leverage funds and services for the employer. Value to the employer is created by providing high quality training to the employer and employee or prospective employee and adding, when appropriate, the additional training and services available from other agencies.

LWIA 1 demonstrates its commitment to quality improvement in process and service results through comparative goal attainment data. LWIA 1's organizational effectiveness is analyzed using a database approach to strategic planning, monitoring and analyses of in-house processes, and by tracking results of individual program standards. Increased usage and availability of labor market information from USDOL, TDOLWD, EMSI, the ETSU Skills Gap/Community Asset Mapping project, local cost benefit analysis of LWIA 1 training programs, and analysis of cycle time allow us to provide information to participant customers and predict outcomes.

Due to ever changing program priorities, LWIA 1 maintains process flexibility and agility which adheres both to the myriad of statutory, regulatory and policy objectives while ensuring the ability to rapidly respond to changing demands on a daily basis. Senior leaders in LWIA 1, as well as the County Mayors and members of the AB&T Board of Directors, work together to ensure alignment of workforce system goals with the Baldrige criteria. In fact, in 2004, LWIA 1/AB&T was awarded Level 3 of the prestigious Tennessee Center for Performance Excellence award which is based upon the Baldrige system.

<u>Action Plan Measurement System</u>	
Job Seeker Satisfaction	Participant Earnings
Employer Satisfaction	Participant Diploma/Skills Rate
Participation Levels	Participant Literacy/Numeracy Rates
Funding Levels	Participant Entered Employment Rates
Fiscal Integrity	Participant Retention Rates
Organizational Effectiveness	Participant Employment and Credential Rates

LWIA 1 support Tennessee's objective to connect workforce development with job creation and growth, and the state's adoption of a tool intended to achieve and maintain these relationships is a data and case management system developed by Geographic Solutions, Inc. LWIA 1 will actively participate and support the transition to the new systems modules which will replace the legacy system (eCMATS) with several major functionalities:

- Self Service for Job Seekers Self Service for Employers Labor Market Information Mediated Labor Exchange
- Case Management through Virtual One-Stop System (VOS) – WIA, WP, TAA, WTP, Generic
- Reemployment Exchange (REX)
- Performance Reporting and Flexible Ad Hoc Reports
- Individual Fund Tracking

These functions will provide integrated and secure, web-based applications hosted by Geographic Solutions, Inc. They have role-based security and are password protected. This system will provide metrics and streamlined participant data management approach to the delivery of ETA-funded programs. In addition to streamlining data entry and program integration, VOS will have the major advantages which accompany significant system enhancements, such as:

- Cycle Time and Timeliness
- Quality
- Security and Privacy
- Reliability and Availability
- Effectiveness

An internal system and database have also been designed and implemented internally to track these key performance measures in real time. Process designs and/or needed process changes can be implemented quickly when needed due to this system which includes a series of checks and balances. The internal tracking process also enables the agency to check State data and request corrections when needed. The day-to-day operation and management of all key support processes helps ensure that the agency meets and exceeds key performance requirements.

Data and information is made available and accessible to authorized personnel utilizing the established Local Area Network (LAN), Wide Area Network (WAN) and e-mail. Reliability of hardware and software is ensured through regular upgrades, downloaded service packs and patches. All servers have redundancy as we have tape back up, mirror servers and off site backup; therefore if one drive fails, a second one can be immediately initiated. Hardware and software are made secure through the use of the State of Tennessee's firewall. Data and information systems are kept current with business needs and directions through a continuous review of partnering needs at monthly Workforce Investment Board meetings.

To facilitate enhanced streamlined customer service and the transfer of agency knowledge, the AJC's have implemented a common initial intake form that coordinates eligibility and intake activities among partners. Security and confidentiality of AJC data and information is protected through the use of application passwords. Overall integrity, reliability, accuracy and timeliness are ensured through the external and internal monitoring of data and daily backups of centrally stored data. Data and information integrity is ensured through the backup of participant information. The timeliness of data and information is ensured through state and federal reporting guidelines and internal requests made by management. Data and information reliability are made possible through the continued awareness of new and emerging rules and regulations that are dispersed within a timely manner to staff by memo, e-mail and staff meetings.

Key performance measure results are widely dispersed in written and verbal forms and analyzed to achieve continuous improvement within the AJCs. Program partners meet on a regular basis where key operational, procedural and financial information is disseminated. Reports are compiled and distributed to management, staff and board members. The AJC website provides a readily available comprehensive source of labor market information for customers, partners and employees. Each AJC program has a centralized information collection system that is readily available to staff, as needed. Data and information are also made available to AJC employees through staff training, mentoring, cross training, procedural manuals, resource manuals and memos.

Security and confidentiality of AJC data and information is protected through the use of application passwords. Overall integrity, reliability, accuracy and timeliness are ensured through the external and internal monitoring of data and daily backups of centrally stored data. Data and information integrity is ensured through the backup of participant information. The timeliness of data and information is ensured through state and federal reporting guidelines and internal requests made by management. Data and

information reliability are made possible through the continued awareness of new and emerging rules and regulations that are dispersed within a timely manner to staff by memo, e-mail and staff meetings.

The Career Specialist's caseloads are equitably distributed to ensure that monitoring and assessment of files is able to be accomplished adequately for each case. Career Specialists ensure that all activities and updates related to participants are properly recorded in the case file. Case notes and supplemental data tracking documents are used to document services throughout case management and follow-up services. All Career Specialists have a database of active and exited participants and maintain that database on a routine basis. Automated reminders and notifications are utilized to remind staff of dates and deadlines.

In addition, caseloads are submitted to the management team on a monthly basis. The management team reviews all caseloads monthly to ensure that activities are being provided and that exits are being submitted on a timely basis.

For further improvement of timeliness and effectiveness, Career Specialists are actively involved in monitoring for compliance for external and internal requirements. Effective case management translates into more accurate assessments, delivery of timely services and more successful outcomes.

V. Workforce Focus

Local Workforce Investment Area 1's commitment to high levels of performance while sustaining a reputation for trust and credibility with area employers and job seekers demands that services offered through the Northeast Tennessee American Job Center Network system are responsive, evolving, efficient, effective, and integrated. The AJC system provides a single point of access for employee recruitment, assessment, and screening; labor market and demand occupation information; entrepreneurship information; and employment and training information and opportunities, among its many other services.

The AJC system in LWIA 1 is designed to be a flexible, integrated, and high-performance system thus allowing for the capacity to respond quickly to changing labor market needs within the five counties. The Center system represents a vital asset and serves as a catalyst for economic development throughout our area through partnerships and coordination between education, labor, the public, and the private sector in an accountable, efficient and effective manner.

LWIA 1 will further implement an AJC system, in response functional alignment that:

- Integrates and streamlines employment and training services in a responsible and integrated system based on coordinated partnerships and non-duplication of services.
- Promotes a “customer first” philosophy for all job seekers and employers
- Relies on a customer focused performance based system that is private sector driven
- Includes participation from all stakeholders and allows for local decision making
- Provides attractive, responsive services and dependable results for employers

The workforce needs in LWIA 1 are diverse and complex. This demands that the LWIA 1 AJC system foresee and respond to numerous demands at multiple levels. The system must anticipate and meet the needs of targeted and high-growth demand occupations while also meeting the needs of the communities smaller sized businesses that represent a high level of regional job growth.

Further, LWIA 1 will continue to promote the importance and necessity of life-long learning that:

- Provides students the opportunity to prepare themselves for success in the ever-changing world of work
- Provides Adults and Dislocated Workers entering, re-entering, or already in the workforce access to opportunities for response to the changing workforce needs and challenges

The system provides a place the public can receive services without having to navigate the bureaucratic maze. This demand driven, community based system will serve as a focal point for a wide range of services built around the needs of employers, job seekers, career advancers, and youth.

LWIA 1's AJC will focus its services based on the local community and coordination of the community's resources and services to minimize barriers to employment leading to self-sufficiency. The AJC system must meet the needs of work-ready individuals who are equipped to seek new career opportunities with minimal assistance, employed workers who may need training to retain or advance in their careers, and job seekers and youth with few skills and little or no work history who may need training in advance of, or in combination with, work. The entire LWIA 1 envisions a plan that will provide opportunities and bridge the gap that separates individuals from jobs and employers from productive employees.

Increased accountability will ensure that education and training and workforce development activities in LWIA 1 are effective, efficient, and in response to current and future needs of employers. LWIA 1 will be assessed by a comprehensive performance accountability system. The creation of common

guidelines and criteria which will apply to every partner organization in the AJC enhances the commitment of each participating agency to the mission of the center. The AJC system in the five counties will provide for the inclusion of the principles of customer service with measurable processes and outcome standards within cooperative partnerships.

The AJC utilizes internal, inter-agency and inter-departmental collaboration and cooperation to achieve its performance goals, ensure customer satisfaction, and promote organizational growth and sustainability. Collaboration is achieved through the use of inter-agency teams and partnerships. Departments participate in ongoing, regular staff communication sessions to evaluate progress toward attaining goals and to develop recommendations for implementing system changes which will result in higher performance levels. Employees serve as members of teams which are responsible for securing additional resources, developing policies and procedures, designing service delivery processes and customer feedback mechanisms, coordinating services among partnering entities, and ensuring efficiency and effectiveness while reducing duplication of effort. Employees are provided ongoing training and information empowering them to make decisions concerning customer service options at the front line. Employees have access to the Internet and receive regular management briefings on potential environmental changes which affect funding levels and changing stakeholder priorities. Employees have years of service and experience along with formal cross-training opportunities to ensure organizational alignment. Staff training effectiveness is readily assessed through the use of stringent performance measures issued quarterly.

Internal and inter-agency teams provide the opportunity for employees to share best practices, to solicit opinions from all employee levels and to provide input into delivery design. Jobs are posted internally to provide current staff the opportunity for lateral moves or promotions.

Continual communication occurs across the work systems in different locations by regular meetings of partner-led coordination teams, internal and external e-mail, staff meetings, memos, in-service training, and opportunities to attend local, state and national skill development workshops. These knowledge assets are then shared and incorporated into organizational operations.

LWIA 1 was proactive in its implementation of the Workforce Investment Act, creating Design Teams which were composed of front line staff as well as senior leaders representing partnering entities. These teams were charged with the responsibility of identifying the services to be provided, customer flow and seamless service delivery systems, facility design and layout, resources required and adoption of

customer centered value systems. By empowering those individuals who would actually work in the Centers, a supportive workforce environment was attainable.

AJC utilizes internal, inter-agency and inter-departmental collaboration and cooperation to achieve its performance goals, ensure customer satisfaction, and promote organizational growth and sustainability. Collaboration is achieved through the use of inter-agency teams and partnerships. Departments participate in ongoing, regular staff communication sessions to evaluate progress toward attaining goals and to develop recommendations for implementing system changes which will result in higher performance levels.

The AJC values its employees, emphasizes continuous learning and skill attainment for all staff and ensures that it employees are provided the tools and appropriate work environments necessary to achieve performance goals. The NTCCC works closely with all programmatic and operational units in Center's many boards. This commitment is integrated in the formal H.R. system through mutual participation between managers and individual employees in the identification of critical work activities and critical job dimensions which form the basis for formal job descriptions. This results in a formal employee performance agreement that communicates organizational goals and outlines the role each employee plays in the high performance goal achievement strategies. This process helps to ensure that ensures that it employees are provided the tools and appropriate work environments Center's many boards. This commitment is integrated in the formal H.R. system through mutual participation between managers and individual employees in the identification of critical work activities and critical job dimensions which form the basis for formal job descriptions. This results in a formal employee performance agreement that communicates organizational goals and outlines the role each employee plays in the high performance goal achievement strategies. This process helps to ensure that employees at all organizational levels understand that they are the system's most important assets.

Frontline and administrative staff's diverse formal and informal training has enabled the organization to continually adapt to change. Commitment to professional competencies is a part of the state's Code of Professional Ethics and Practices. Diversity of funding/programs requires employees to be flexible and innovative in service delivery. Technical knowledge required in separate areas necessitates an individual approach to education and training. Professional development and experience are utilized in job placement, responsibilities and duties enabling strengths to be a key factor in achieving performance measures.

AJC NTCCC recognizes employees as knowledge assets and incorporates their expertise to provide in-house trainings. Knowledge sharing examples are Jobs4TN, e-CMATS, computer technology, policy interpretation, development of Procedures Manuals, and labor market information. Employees are flexible and do both internal and external training sessions. To disseminate information, handbooks are available on the website. Staff training is received from a wide array of providers: federal, state and locally sponsored trainings and seminars; professional organization sponsors: SETA, NAWDP, NAJA, NAWB, etc; In-house (staff and partners): computer based, knowledge sharing, self-directed and mentoring. Employees have participated in a vast array of trainings. Examples include leadership, supervision, time management, customer service, counseling techniques, business ethics, and consumer education, financial issues and computer management information training.

Outside/inside trainings are a vital method of expanding staff knowledge and incorporating new practices. While each individual training curriculum is critiqued, the need for a formal method of evaluation of education and training events that is uniform in style has been recognized and would provide a permanent record of the value of various trainings. Staff is expert when deciding which trainings best meet the Career Center's needs. The effectiveness of staff training is measured through mandated performance standards, annual evaluations, customer satisfaction surveys, monitoring and audits. Due to the high level of cross training and the Career Center's team approach, most positions can be covered with very little notice should an employee require time away from the office in an emergency situation.

LWIA 1 has established a schedule of quarterly meetings to include a one hour meeting of Site Leads, followed by a 1 hour meeting of partner management and/or supervisory staff. Further, LWIA 1 will reinstate its practice of regular quarterly meetings for all staff led by the Site Leads of the NTCC. The LWIA 1 Coordination team will continue its practice of quarterly meetings. In addition, LWIA 1 uses a regional approach which leverages multiple resources to develop and deliver opportunities for training and staff development. During the months of February and March, 2014, this approach deployed detailed Case Management Training for all AJC staff. Immediate staff training, to be delivered prior to 12/31/14, will include detailed instruction on: 1) the use of the JOBS4TN system to ensure proficiency of all staff; 2) detailed training on use of forms, data collection and analysis approaches, as well as feedback structures, to enhance functional alignment. Future training opportunities will be provided through access to webinars, Workforce3One resources, opportunities to attend topic specific training sessions, etc. Further, the LWIA 1 AJC and AJC NTCCC will

convene to develop mechanisms for identifying procedural barriers and for assessing staff training needs and utilizing internal experts, where appropriate and according to established procurement policies.

The Consortium will ensure that training activities will be tracked, to include at a minimum, the dates of the training, attendees, partners present, and copies of the training materials.

AJCs utilize internal, inter-agency and inter-departmental collaboration and cooperation to achieve performance goals, ensure customer satisfaction, and promote organizational growth and sustainability. Collaboration is achieved through the use of inter-agency teams and partnerships. Representatives from partnering entities regularly participate in cross training seminars and workshops facilitated by internal team members and by external subject matter experts. Departments participate in ongoing, regularly scheduled staff communication sessions to evaluate progress toward attaining goals and to develop recommendations for implementing system changes which will result in higher performance levels. Employees are provided ongoing training and data empowering them to make decisions concerning customer service options at the front line. They have years of service and experience along with cross-training opportunities to ensure organizational alignment.

Internal and inter-agency teams provide the opportunity for employees to share best practices, to solicit opinions from all employee levels and to provide input into delivery design. Weekly staff meetings promote feedback and information sharing. Employee recruitment/selection systems utilize a regional approach including, but not limited to, networking with partnering agencies, area newspapers, and employee referral. This insures that the system reflects both the diversity of LWIA 1's demographic makeup.

Continual communication occurs across the work systems in different locations by regular meetings of partner-led coordination teams, internal and external e-mail, staff meetings, memos, in-service training, and opportunities to attend local, state and national skill development workshops. The local communication plan is depicted in the following chart.

Finally, as has been cited in previous sections, LWIA 1 established a partner Coordination Team which was charged with meeting regularly to discuss critical issues, policy changes, and system challenges. LWIA 1 proposes to reconvene this team in regular "partner BYOL" lunch opportunities to strengthen relationships which may have changed as a result of resource shortages during the current fiscal year.

Consortium leaders, as well as front line staff, are encouraged to commit to a service oriented, non-territorial culture to ensure improving customer satisfaction. However, recent staffing reductions and funding cutbacks among partnering entities will remain a key factor in determining AJC success. Now, more than ever, organizational agility is critical.

The LWIA 1 Administrative regularly administers confidential employee satisfaction surveys to measure and understand employees' attitude, opinions, motivation, and satisfaction. Employee satisfaction is measured by anonymous surveys administered periodically that gauge employee satisfaction in areas such as management, teamwork, work environment and workplace culture.

Employee satisfaction feedback is used by the management team to:

- facilitate development and organizational change,
- allow the organization to focus on needs and leverage its strengths,
- inform the organization on which actions will create problems for the employees,
- provide supervision with employee feedback (both positive and negative) on the internal health of the organization,
- measure the impact of current programs, policies and procedures, and to
- motivate employees and improve job satisfaction.

AB&T also conducts an exit interview when an employee leaves the organization to determine employment satisfaction and suggestions for continuous improvement.

VI. Operations Focus

LWIA 1 is committed to improving access and customer service to business and job seeker customers by streamlining processes to align programs and services to be more efficient and effective. The continued partnerships in the local American Job Center network will ensure a seamless approach to helping job seekers and business customers. Job seeker service alignment will provide an efficient delivery system that eliminates discussion of specific funding streams and bureaucratic acronyms and focuses on functions designed to serve customers across agencies. All staff located in the AJC's will be cross-trained on all program services. Job Centers will establish functional teams for key services such as greeting and information, assessment, career coaching, job search and placement, and training. Business services will include functions such as job placement, business development, employer event planning and participation, job orders, and job match. The functional teams will be:

- **Welcome Team:** The welcome team greets and directs customers, conducts a preliminary assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room)
- **Skills and Career Development Team:** The skills and career development team performs skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training. (Resource Room, Case Management, Pre-Employment Training)
- **Business Services Team:** The business services team provides services to job ready customers and to employers including job clubs, facilitating on-the-job training arrangements, job development, business development, job matching and customized recruitment efforts.

This functionally aligned approach to customer service will reduce the business and job seeker confusion about which partner does what and will provide opportunities for local areas to leverage resources and eliminate duplication of services. Services will become more efficient and effective as partner agencies become proficient in working as a team with a common goal: connecting people to jobs.

Packets will be assembled tailored to a job seeker or business customer. The packet might include services, resources and support that come from multiple funding streams but that appear totally integrated to the customer.

The Consortium (NTCC) will evaluate the effectiveness of the new alignment, partner roles and responsibilities, and evidence-for based results to continually monitor, modify, and improve the alignment of programs. The NTCC will also facilitate the discussion to establish the collaborative timeline and structure for overall alignment

An Information Specialist (Entry/Greeter) will be a shared staff position that will be the first point of contact for all who enter the career center. Customers new to the centers will be given the opportunity to receive and evaluation of services needed and be scheduled for and orientation to the services available at the facility. The Information Specialist will conduct an initial assessment to determine what services a customer needs. The Greeter will have sufficient information and training to recognize potential eligibility for various partner programs.

The customer will be routed to the appropriate workforce partner or to the resource room. All customers will be encouraged to register on the Jobs4TN system and may be referred to pre-employment workshops. Customers that are deemed in need of services that are not provided at the center

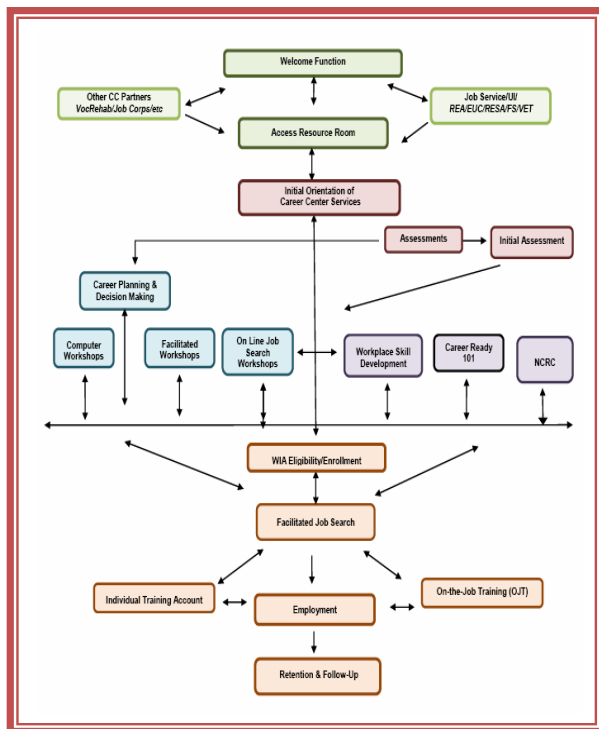
will be referred to other community resources as identified in the assessment.

The Resource Specialist (Resource Room) provides career advice, support and assistance to customers utilizing the resource area. This position provides career advise/counseling, support, assistance and encouragement to job seekers in an effort to assist them in meeting their employment goals. The Resource Specialist provides technical support to customers utilizing various computer applications and office equipment such as fax, telephones, and copy machines. Customers will receive assistance with online job search, applications and resume preparation, job fair information, interview preparation, and job and salary information. Reconfiguration of the comprehensive career center facility's current structure will enhance the welcome function.

An Information Specialist (Greeter) and Resource Specialist (Resource Room) will perform the welcome function duties and will be shared staff positions funded by WIA and TDOLWD funding streams. In the event of limited funded for partners, workforce staff located in the Centers will be cross-trained on program services and rotated as scheduled.

The management team staff from WIA and TDOLWD worked together to establish a single customer flow model based on customer need, not program requirements. The customer's needs will be identified immediately upon entry and the customer will be connected to the appropriate services. The NTCCC will ensure resources are deployed to meet customer needs and traffic demands. The single customer flow will create one customer pool that will be served jointly by WIA, TDOLWD and other partner staff. LWIA 1's customer flow chart is shown in the chart.

Internal, comprehensive design teams will be created to develop the process for determining the appropriateness of co-enrollments. These design teams will consist of directors and staff within the local area for each partner. The teams will include staff that possesses the knowledge and expertise in their areas of responsibility. The teams will work together to enhance services to customers of the workforce system. Co-enrollments will be encouraged to leverage resources and services whenever appropriate. Customers will be concurrently enrolled when it is determined that they would benefit from activities provided by multiple partners and meet respective regulatory and statutory eligibility requirements. Local program operators will determine the appropriate level of and balance of services and identify funding streams in a seamless approach coordinated among programs.



Further, a common MIS promotes a one system concept in a very tangible way. It is the most effective means of promoting and supporting the seamless integration of services and co-enrollment. A common application with common data elements will be developed that meets the needs of all required partners.

AJC system coordinates activities to avoid duplication by providing modules for common intake, case management, common data collection, and reporting. Emphasis will be placed on common intake, identification and proper coding, case management, documentation of services, data sharing, and reporting for all functional partners and programs. As TDOLWD fully implements a new case management and reporting system (VOS), the local areas will have a new system that allows for a streamlined MIS that is consistent with collecting and reporting required information across funding streams. The VOS will assist all staff in determining eligibility, enrollment, case management, tracking service activities, assessing individuals, and ensure accuracy and validity of the data. In addition, LWIA's 1-5 have designed and implemented regional Case Management Training sessions that have included partner agencies.

AJC staff serving in the Skills/Career Development function will provide skills analysis, facilitate assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training, and refer job seekers to program specific occupational training. It will include staff-assisted core services with significant staff involvement in the resource rooms, case

management, and pre-employment skills workshops. Job seekers will be required to be registered in the Jobs4TN system and will be co-enrolled into partner services based on customer need and funding sources.

LWIA 1 ensures effective strategies are used in assisting job seekers in obtaining employment as quickly as possible with a focus on early intervention, assessment, and re-employment services. Career Specialists will provide each participant with an initial assessment to determine the appropriate level of service and the best path to re-employment. Initial assessments should determine if the participant is job ready or is in need of training to gain new work skills for re-employment.

When it is determined that a participant has marketable employment skills they should be referred to the appropriate services available through the American Job Center system. When suitable employment is not available, the participant must receive a more detailed comprehensive assessment in order to determine if training services are appropriate.

A comprehensive assessment will serve as the foundation and justification for all participants receiving occupational or on-the-job training services offered through the dislocated worker and Trade Act program and shall serve as a guide in the development of the participant's training plan. The major reason for conducting comprehensive assessments is to demonstrate that participants have the abilities and qualifications to participate successfully in a specific training program.

Comprehensive assessments are detailed examinations of the participant's qualifications, skills and capabilities and should explore any relevant facets that may impact negatively upon the successful completion of the proposed training plan. This may include a combination or all of the following: educational background; employment history; information about basic literacy (math, reading, and writing); occupational skill levels; transferable skills; interests; aptitudes; family and financial situation; emotional and physical health, including disabilities; attitudes toward work; motivation; and supportive service needs.

The AJC staff use a multifaceted approach to the assessment process by using the following assessment tools and techniques:

1. Structured Interviews
2. Behavioral Observations
3. Interest Inventories
4. Career Guidance Instruments
5. Aptitude/Skill Tests

LWIA 1 will offer a variety of assessment instruments, as deemed appropriate on an individualized basis. The assessment instrument/tools that are currently available may include, but are not limited to:

- Jobs4TN – available on-line to research specific occupations, learn about what career best suits an individual and allows a job seeker to explore the current job market where they want to work.
- National Career Readiness Certificate - focuses on three targeted skills: Reading for Information; Applied Mathematics; and Locating Information. A NCRC is a credential based upon the WorkKeys® assessments that substantiate to employers that an individual possesses the basic workplace skills required for 21st century jobs.
- Career Scope –provides the job seeker with a “career blueprint” and high demand career recommendations based upon the overlap of the test taker’s high interest and high ability areas..
- Test of Adult Basic Education (TABE) is an excellent tool that assists in making important decisions about eligibility for academic programs and employment when used in conjunction with information from other sources such as interviews, transcripts, and references.

Other assessment and testing tools that may be utilized include, but are not limited to OccuBrowse+, ES-TIP (Employability Skills Training and Implementation Program, Wide Range Achievement Test (WRAT), and O*NET Career Exploration

AB&T possesses the proprietary software Economic Modeling Systems, Inc. (EMSI) database. It allows staff to quickly and easily understand the knowledge, skills, and abilities (KSA) of local occupations and match their compatibility with other regional job and training opportunities. EMSI will allow staff to provide individualized training plans which address identified skills gaps.

The purpose and value add of the LWIA 1 Business Services function is to focus on aligning AJC services to regional labor market needs, incorporating both demand and supply analytics. With leadership provided by the NETWIB and related stakeholders, a Business Services Team (BST) has been deployed to engage employers in a meaningful, non-bureaucratic, demand driven approach to enhance utilization of the AJC network. This promotion of the AJC’s includes both comprehensive and affiliate centers in order to provide broad-based coverage of the LWIA. The BST is accountable for connecting regional employers to the services provided by the AJC’s, including the JOBS4TN online system and related job order posting and candidate selection interface. Additional informational AJC services promoted by the BST are: 1) development and distribution of labor market indicators, including information obtained through

EMSI, JOBS4TN, real time labor market surveys, focus groups, etc.; 2) candidate recruitment, screening, assessment, referral and follow-up; 3) on the job training; 4) customized training; 5) work experience; and 6) collaboration and leverage of external resources, e.g., the Society for Human Resource Management (SHRM), TN Department of Economic and Community Development, community based organizations (such as the First TN Development District), Chambers of Commerce, and related business development organizations. The BST follows a matrix structure to ensure representation of all partner services, including Wagner/ Peyser, WIA, Vocational Rehabilitation, RESA, Veterans Services, the Northeast TN Diversity Employment Consortium and DEI, Job Corps, and related workforce system partners. In order to avoid duplication and to accommodate employer time constraints, the BST will function as a cohesive unit, and the Site Leads will ensure efficiency and effectiveness of BST. The NETWIB Marketing Committee, in collaboration with the TN Department of Labor and Workforce Development, will develop co-branded materials, including print, electronic, online/web-based and social media to disseminate information. To facilitate continuous improvement, the BST will develop outcome metrics, with guidance from the Career Center Consortium Site Leads, which will be reported on a quarterly basis to the NETWIB and other stakeholder organizations. Cognizant of statutory and regulatory constraints, the BST will adhere to USDOL guidance, TDOLWD policies and NETWIB/Administrative Entity policies and protocols

Internal and inter-agency teams provide the opportunity for employees to share best practices, to solicit opinions from all employee levels and to provide input into delivery design. Staff meetings promote feedback and information sharing. Continual communication occurs across the work systems in different locations by regular meetings of partner-led coordination teams, internal and external e-mail, staff meetings, memos, in-service training, and opportunities to attend local, state and national skill development workshops. In addition, the Site Leads of the Consortium have quarterly meetings scheduled for 8/14/14; 11/13/14; 2/12/15; and 5/14/15. Also, the LWIA Director, LWIA Director of Workforce Operations, TDOLWD Assistant Director for Field Operations, and the TDOLWD Managers of the comprehensive AJC’s in Johnson City and Kingsport meet regularly to evaluate operational strategies and make recommendations for changes and improvements. Further, the LWIA Director and the TDOLWD Assistant Director for Field Operations will reinstate the process of conducting quarterly update staff meetings in each AJC in LWIA 1. Finally, the AJCs have jointly developed and fully executed a detailed MOU which outlines work processes, reporting structures and accountabilities.

AJC values its employees, emphasizes continuous learning and skill attainment for all staff and ensures that its employees are provided the tools and appropriate work environments necessary to achieve performance goals. The NTCCC works closely with all programmatic and operational units in the AJC's many boards. This commitment is integrated in the formal H.R. system through mutual participation between managers and individual employees in the identification of critical work activities and critical job dimensions which form the basis for formal job descriptions. This results in a formal employee performance agreement that communicates organizational goals and outlines the role that each employee plays in the high performance goal achievement strategies. This process helps to ensure that employees are provided the tools and appropriate work environments necessary to achieve performance goals. This process helps to ensure that employees at all organizational levels understand that they are the system's most important assets. Staff longevity avoids the necessity of repetitive training and allows for a wider range of skill competencies. Specialized trainings allow opportunities to expand the range of operations.

As has been cited in previous sections, LWIA 1 established a partner Coordination Team which was charged with meeting regularly to discuss critical issues, policy changes, and system challenges. LWIA 1 has reconvened this team in regular "partner BYOL" lunch opportunities to strengthen relationships which may have changed as a result of resource shortages during the current fiscal year.

Memoranda of Understanding (MOUs) have been executed and new ones are being put in place. These MOUs specifically outline service strategies to be provided by each workforce partner and include detailed process and system flow specifications that guide service delivery and staff assignment. In addition to narrative MOU information, each partner executes a Resource Sharing Agreement which provides the fiscal control and auditable documentation and outlines cost allocation plans agreed to by each cognizant agency.

100% of the members of the WIB and Administrative Entity staff have signed A Code of Ethics and Conflict of Interest document. Each year, the system is reviewed by internal quality assurance staff and corrective actions are taken to ensure strict compliance to all applicable laws and regulations appropriate to each funding and service delivery stakeholder, including external partners and employers. Moreover, the system is audited as required by each contract, by a local independent CPA firm, the Comptroller of the State of Tennessee, the Finance and Administration unit of the TDOLWD, auditors and program monitors from appropriate federal agencies including the USDOL, USDoe and

the USDHHS. This record of ethical and competent management has contributed to the organization's exceptional level of grant awards from both private and public funding sources. Finally, the NETWIB meets regularly to review program and fiscal information and the AB&T Board of Directors meets at least quarterly to review critical fiscal and service performance data.

VII. Results

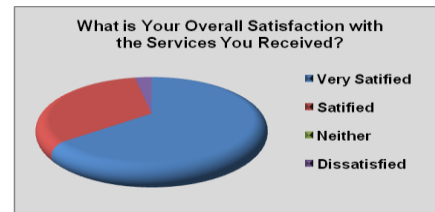
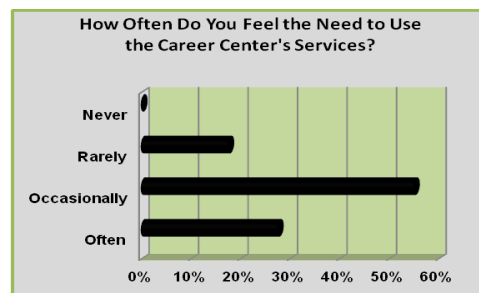
Required Memorandums of Understanding will be current and signed by the NETWIB and all partners in the local workforce investment area according to State guidance.

Request for comments of the modifications to this plan are solicited in area newspapers and on the NETWIB website and before NETWIB final approval. Advertisements are made in local newspapers of locations to review the modification document. All public comments become part of this plan.

AJCs utilize internal, inter-agency and inter-departmental collaboration and cooperation to ensure customer satisfaction, promote organizational growth and sustainability and achieve performance indicators. Collaboration is achieved through the use of inter-agency teams and partnerships. Representatives from partnering entities regularly participate in cross training seminars and workshops facilitated by internal team members and by external subject matter experts. Departments participate in ongoing, regularly scheduled staff communication sessions to evaluate progress toward attaining goals and to develop recommendations for implementing system changes which will result in higher performance levels. Employees are provided ongoing training and data empowering them to make decisions concerning customer service options at the front line. They have years of service and experience along with cross-training opportunities to ensure organizational alignment.

PY 2013 WIA Performance	Goal
Adult Entered Employment	88%
Adult Retention	90%
Adult Earnings	\$13,800
DW Entered Employment	91%
DW Retention	90%
DW Earnings	\$15,000
Youth Placement	75%
Youth Attainment	78%
Youth Literacy/Numeracy	55%

The following charts show the latest results of the Tennessee Workforce Investment Act Customer survey for LWIA 1.



2012 Program Year

WIA Performance Item	Goal	Actual	% of Goal
Youth Placement in Employment or Education 10/01/11 - 09/30/12	75.5%	83.7%	111%
Youth Attainment of Degree or Certification 10/01/11 - 09/30/12	78%	94.4%	121%
Youth Literacy or Numeracy Gains 07/01/12 - 06/30/13	55%	92.3%	168%
Youth Diploma or Equivalence Rate 04/01/12 - 03/31/13	N/A	95.8%	N/A

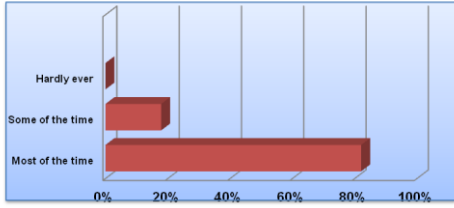
Entered Employment Rate 10/01/11 - 09/30/12			
Adult	88.4%	84.5%	96%
Dislocated Worker	91.6%	93.6%	102%
Youth (19 - 21)	N/A	75.0%	N/A

Employment and Credential 10/01/11 - 09/30/12			
Adult	N/A	79.1%	N/A
Dislocated Worker	N/A	88.5%	N/A
Youth (19 - 21)	N/A	66.7%	N/A

Retention Rate 04/01/11 - 03/31/12			
Adult	90%	93.8%	104%
Dislocated Worker	90%	97.2%	108%
Youth (19 - 21)	N/A	83.3%	N/A
Youth (14 - 18)	N/A	67.0%	N/A

Average Earnings (Adult/DW) or Earnings Increase (OY) 04/01/11 - 03/31/12			
Adult	\$13,800	\$14,998	109%
Dislocated Worker	\$15,000	\$16,303	109%
Youth (19 - 21)	N/A	\$7,730	N/A

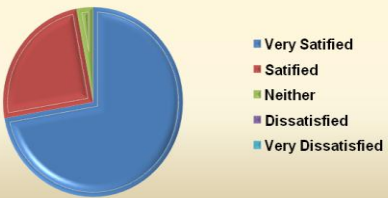
Did the career center staff seem committed to helping you find a job?



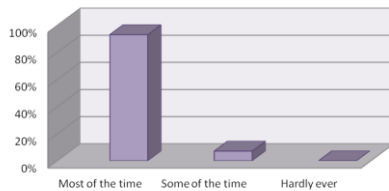
Did You Have to Wait a Long Time to Receive the Services You Needed?



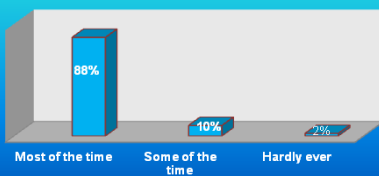
What is Your Overall Satisfactin with How Long it Took to Serve You?



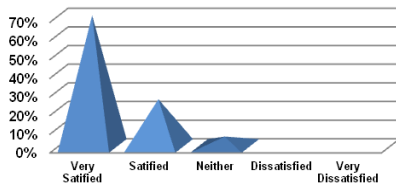
Did the Career Center Staff Understand yYour Problems and Needs?



Do You Feel Better About Your Employment Future Because of the Services You Received?

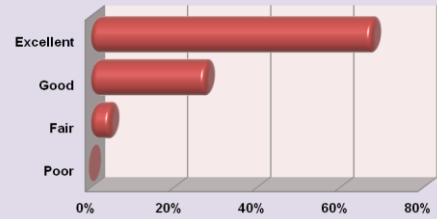


What is Your Overall Satisfaction with the Staff Efforts to Meet Your Employment Needs?

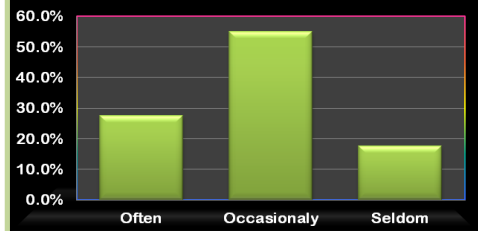


The following charts show the latest results of the Tennessee Workforce Investment Act Employer survey for LWIA 1.

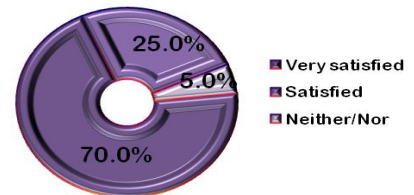
When You Contacted the Career Center, How Accessible Were the Services?



As an employer, how often do you feel the need to use the career center's services?



Employer satisfaction with the staff efforts to meet your employment needs?

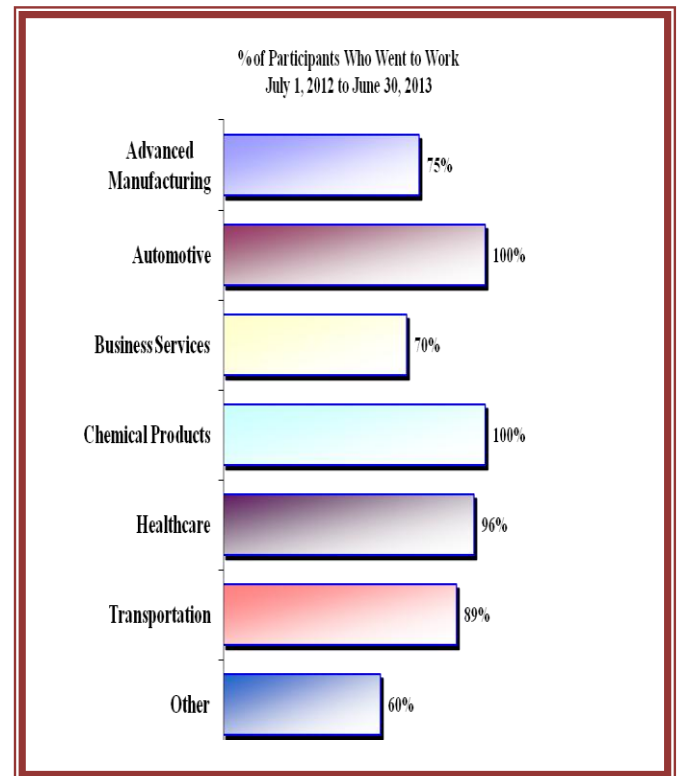
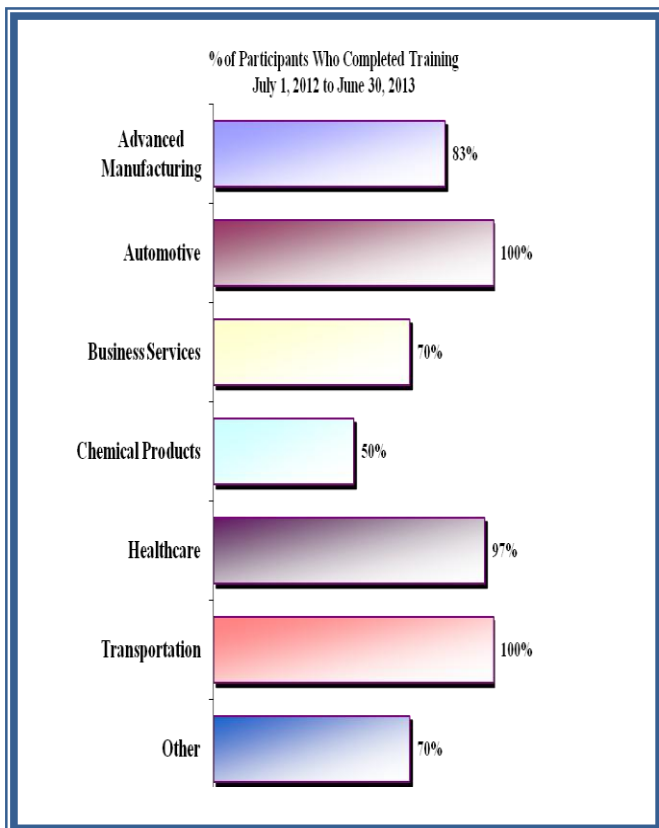


As an employer, what was your overall satisfaction with how the staff treated you?



Training under WIA is procured through the Individual Training Account (ITA) process. The NETWIB provides continuous improvement of the training process effectiveness through a "report card" viewed annually of the training providers and each of their training services. The following are examples of some of the report card information provided to the NETWIB.

The WIB analyzes the final results of training programs using the negotiated performance standards and an annual report card that specifies the results on each school and each approved program on the eligible training provider list. When programs are not performing in a manner that is acceptable, then corrective actions are taken as appropriate to the situation. Results of monitoring and performance are reported to the WIB for local oversight. This information is then used to continuously improve our services to customers and to obtain the best possible return on investment of resources. Efficiency in training and placement are critical factors and are subject to constant review to continuously improve processes and subsequent results.



LWIA has strong leadership and capability in engaging in strategic planning and decision making that is required to align programs and services to changing realities in the local economy. An effective leadership team has been developed that supports innovation and is results oriented. Leadership in the local area encourages the self-sufficiency of our labor force and encourages healthier and more effective practices by job seekers and employers.

Leadership in LWIA 1 has over 26 years experience in providing employment, education, training, job placement, and economic development services in the Northeast Tennessee area. During its history, more than \$120,000,000 has been invested in human capital and business development. Other achievements include the attainment of Level 3 of the Tennessee Center for Performance Excellence Award.

Senior leaders work with each of the organizations to provide empowerment, innovation and organizational agility. The NTCCC creates a work environment that allows all staff to participate in process improvement and manages the day-to-day operations. For example, during center staff meetings, ideas or suggestions are discussed. The NTCCC then meets to outline processes and staff involvement. Each agency continues to report to its administrative entity and the budgetary process accommodates individual agency requirements.

Federal and state WIA laws mandate specific metrics by which local areas are measured. The local leadership and governance are responsible for meeting and exceeding the measures.

The financial and marketplace performance results for LWIA 1 are evident in common measure outcomes as outlined in Section VII. Results.

As a result of this focus on training and support of the Career Center system infrastructure, LWIA 1 has consistently performed in the top tier in achievement of its Common Measure metrics.

The local area has not participated in any additional studies.

An analysis is conducted annually to determine the cost benefit of the workforce development programs in LWIA 1. Program cost and performance is evaluated to determine if the benefits generated are worth the financial investment.

For every **\$1** invested in on-the-job training and skills training returned, in wages only, **\$9.81** back into our local economy. The programs offered through LWIA 1's AJC system generates an excellent return for each dollar invested. WIA participant wages exceeded **\$6.2 M** for Program Year ending 6/30/12.

During this past Program Year, LWIA 1 provided employment and training services to 950 adults, dislocated workers, and youth. In addition, 139 individuals were hired by local companies and offered

On-the-Job training opportunities. 1,400 people attended free employability workshops at local AJC. 289 employees received Incumbent Worker training.

Since 2012, the following are results of the OJT program:

- 139 hired and trained in 18 local companies
- Average wage at placement \$14.34
- Wages ranged from \$9.07 - \$33.17
- 350 average number of training hours
- Positions range from Industrial Cleaning, Administrative Support, Manufacturing/Production Maintenance to Supervision and QC Technical Support
- Average cost per participant \$1,776.57
- Approximately \$213,000 paid to area employers

Private sector partners working in conjunction with Career Center partners have been critical to the success of the incumbent worker system. The Incumbent Worker training results are highlighted below.

12-13 LWIA-1 INCUMBENT WORKER PROGRAM		
COMPANY	Investments	# Trained
AO Smith (AWHC)	14,643.40	17
BAE Systems Ordnance Systems, Inc.	16,271.73	14
Domtar Paper Company, LLC	16,270.72	19
Electro Motor, LLC	7,750.00	22
Holston Medical Group	16,271.73	138
Kennametal, Inc.	25,000.00	21
The Robinette Company	18,792.42	49
ADpma	14,000.00	9